

# PRINTERS' INK

*Registered U. S. Patent Office*  
A JOURNAL FOR ADVERTISERS  
185 Madison Avenue, New York City

VOL. CIII, No. 12

NEW YORK, JUNE 20, 1918

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## Library Bureau

Founded 1876

### A staff of filing specialists—

Library Bureau is the world's largest manufacturer of card record and filing equipment. Seven factories are working overtime to supply the needs of the nation. Sales run into millions of dollars a year. Branch offices are maintained in forty-seven cities.

During its 42 years' experience, Library Bureau has solved thousands of filing problems. It has originated, improved, adapted, and standardized systems and equipment to meet all kinds of business requirements.

Today, the L. B. trademark is more than ever the seal of service and satisfaction. War has emphasized the value of L. B. speed and accuracy in all matters of filing.

Library Bureau advertising is in its way as distinctive as L. B. equipment. It leads in a difficult technical field.

It has been our privilege, and we deem it such, to prepare L. B. advertising for nearly ten years.

## N. W. AYER & SON

ADVERTISING HEADQUARTERS

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NEW YORK

BOSTON

CLEVELAND

CHICAGO

## Interborough Service is like an Hour-Glass

At one end are the homes of 5,000,000 people who live in four Boroughs of Greater New York, at the other the stores, offices and shops of lower Manhattan. Between are the trains of the Subway and Elevated

Like grains of sand in the hour-glass, hundreds of thousands of New Yorkers hourly pour through the trains of the Interborough System. The millions of permanent residents and the 250,000 daily visitors must use this means of travel to reach the great business section of the City. And then, as if the hour-glass were inverted, back they go through the same

### PASSAGE

### WAY

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Manhattan,

The Bronx, Queens County and Brooklyn

Advertising in the Interborough Subway and Elevated is advertising at the "PASSAGE POINT" where all who ride must see. It has been the "vantage point" for many of the world's most successful advertisers. Now, in war-time particularly, they depend upon this dominant medium to keep the name of their product constantly before the eyes of the people who constitute the world's richest market.

Let us explain how thoroughly this service will introduce your product to the 2,200,000 daily riders of the Subway and Elevated System.

**ARTEMAS WARD**

Trading as **WARD & COW**  
50 Union Square New York

# PRINTERS' INK

Registered U. S. Patent Office.

*A JOURNAL FOR ADVERTISERS*

ENTERED AS SECOND-CLASS MATTER AT THE NEW YORK, N. Y., POST OFFICE, JUNE 29, 1893

VOL. CIII

NEW YORK, JUNE 20, 1918

No. 12

## Only an Aroused America Can Shake Off German Commercial Clutch

A. Mitchell Palmer, the Alien Property Custodian, Appeals to American Business Men

WITH an investment of only \$46,000,000 the Germans had gained an important measure of supremacy in the world's metal markets. This fact, there is little reason to doubt, will later be recorded as one of the amazing revelations of the fourth year of the war.

It indicates indeed so serious a condition of affairs, so grave a menace on the part of the German Empire, not only to the trade industry and commerce of all the other nations, but to their very independence, that it is likely to be received, if not with general incredulity, at least with rather scant attention. Like so many matters of vital moment that have been brought to light as a consequence of the war, it will probably be only by iteration and reiteration and the adducing of concrete illustrations that the full import of German domination in the world's metal markets will be duly impressed on the minds of the American people.

How, it will be asked, can it be all at once admitted—contrary to all our accepted notions—that the Germans were to any extent in control of world metal markets and that supremacy in this vast field, in which all the leading nations were struggling for an ever greater participation and which

involved transactions totalling annually tens of millions of dollars, could have been obtained by the actual investment of a relatively trifling sum? Why, the nation that controlled the world's metal markets must ultimately be supreme master of the world's commerce. And yet, as a matter of fact, and all unknown to those most interested, the dominant rôle in the world's metal markets had actually passed into the hands of Germany and her agents and subjects.

The French were issuing warnings to the other nations in the second year of the war regarding the imminent danger of German commercial domination, but the warnings fell on deaf ears and the proposals made at the conference of Paris in 1916 for joint action to upset Germany's schemes in this regard were waved aside rather cavalierly by the then British Premier, Mr. H. H. Asquith. It was only gradually that the British authorities were aroused to alarm over the extent of the German conspiracy in the very heart of the British Empire. With the entry of the United States into the war came the great awakening. The agents of the German Government had been using this country as the strategic centre for commercial activities in all quarters of the globe and those agents in their overweening

confidence had not taken the trouble to cover up the traces of their operations. Through documents found in their offices were furnished the leads to the main lines of their plottings. The duties of the Alien Property Custodian opened a new path toward verification of conditions now generally suspected. The American official, A. Mitchell Palmer, had only to exchange information and to compare notes with the British functionary filling a like office, in order to prove by actual evidence the existence of the state of affairs to which the French had long previously been calling attention. It was America that supplied to Great Britain the definite proofs of Germany's successful machinations against national control of home markets by other countries and of her consequent world primacy in leading commodities of industry and exchange.

#### A GERMAN CHAIN THAT ENCIRCLES THE WORLD

The burden of responsibility on an American official who makes a momentous discovery of this kind and who for the time being is the one person most immediately answerable to the nation for the enemy's commercial operations in its midst, is obviously of the most heavy kind. Mitchell Palmer, it may well be understood, is eager for his fellow citizens to hold up his hands in his effort to carry out his plan of attacking and routing "Germany's industrial army in the United States." He has found that Germany had implanted in America one of her pivotal organizations for the control of the world's metal markets. The American Metals Company is the heart of this organization, cloaked to some extent by a complexity of incorporations with stock ownerships difficult to trace. From this company there ramify a score or more of branches reaching out for some measure of control of, or special interest in, the American markets in gold, silver, copper, mercury, tin, lead, zinc, antimony

and other leading metals. This German group in America is one of a chain of groups encircling the globe and giving to Germany a certain primacy in the markets for all the more valuable metals which in turn must ultimately assure to her a domination over the world's markets for steel and iron, since these to-day are dependent on the more valuable metals.

What is true of the metals industries is true also in greater or less measure of all the principal lines of industry and commerce of the United States. Mr. Palmer finds that the great German army of industrial and commercial invasion, comprising some 200 principal companies, "runs the entire gamut of American industry." The piecing together of the picture of the German industrial and commercial aggression in this country, which has been going on for nearly a generation past, has been made possible by the concentration in the Custodian's hands of the aggregation of German capital in the United States. And it is an appalling picture. Mr. Palmer frankly appeals to the sentiment of the nation in dealing with the tremendous problem with which he finds himself confronted. The popular imagination, occupied, overwhelmed by the continuous changes and the ghastly horrors of the war, cannot give adequate attention to the revelations, however serious and significant, regarding Germany's commercial conspiracy against the United States. It is from the business men of the nation that his appeal must receive a response, and every American merchant, manufacturer and trader of whatever rank in the community owes part of his time and of his best efforts to the struggle which Mr. Palmer single-handed has hitherto faced.

Peace might come of a sudden and find the Alien Property Custodian with his task of "divorcing Germany permanently from American industry and commerce" unfinished, or even hardly started. Unless there is a body





## A Welcome from the West

To you who are coming to attend the Associated Advertising Clubs of the World convention in San Francisco, July 7 to 11, we extend the facilities of our offices as your business headquarters.

Your mail sent in our care will be delivered promptly; stenographers, stationery, telephones and offices for interviews are at your disposal.

Six years of intimate contact with Western business and advertising have given us a knowledge and viewpoint which may prove helpful to our Eastern brethren. This too, we are willing to share—cheerfully.

Our direct contact with the West and our organizations both in the East and West enable us to render advertising service that is truly national in thought, character and execution.

**The H. K. McCann Company**

461 Market Street  
San Francisco

New York

Cleveland

Toronto



TRUTH

WELL TOLD

of public sentiment behind him the task may never get well under way. If American business men are not well acquainted with the facts in all their gravity, and are not thoroughly aroused to demand adequate action as a consequence, the Custodian may have had his struggles and his amazing experiences all in vain. A peace which did not find American public opinion sufficiently stirred up over Germany's commercial assault on this country to demand that the matter be an integral feature in the terms dictated to Germany, might leave conditions as they were, with Germany firmly entrenched in our midst and with our last state worse than our first, with the war, in fact, ending inconclusively. To wait till the war is over to reach definite conclusions on this subject would be to wait too long. It would then be too late. Mr. Palmer is acutely conscious of this fact. The time to agitate the whole question, to determine concretely what is to be done, is now.

The great army of industrial and commercial invasion established by Germany in the United States, Mr. Palmer points out, was "a part of Germany's plan to colonize, subdue and control the world." This army was so large and so powerful and was so firmly rooted into the industrial life of our country that its real commanders in Germany considered it strong enough to keep America out of the war or, failing that, to constitute a powerful ally of the German cause in our very midst.

The great German industrial and commercial structure built up in the United States in the last twenty-five years and reaching out also over Porto Rico, the Virgin Islands, Hawaii and the Philippines, was growing in recent years at an enormous rate and when the war began had reached, Mr. Palmer has found, a present money value of nearly two billion dollars and a potential economic and political value of many billions more. A serious question which demands immedi-

ate decision is phrased by Mr. Palmer in these words: "Shall we consider ourselves as a mere naked trustee for the enemy owners of the property, because they are under the disability which arises from their enemy status; shall we protect, safeguard and conserve the property for the benefit of the ultimate owners thereof, and return it to them in kind and increased in value when the war is over? Or shall we consider these investments in their true light, as part of a great German army of industrial occupation, and convert them into a weapon for our own use in striking a blow at that enemy whose power it is our full purpose to destroy?"

#### WHERE TO LOOK FOR DANGER

To help clear the way for an answer to this question, Mr. Palmer draws attention to the fact that enemy property here may be divided into two main classes. The first comprises the enemy property represented by the investments of individual German subjects in American enterprises, whether the relatively small savings of frugal German workers or the investments of Germans of means in American securities or property, investments made without connection or co-operation with the financial, industrial or political powers of Germany.

This class constitutes no menace to American corporations or institutions and, consistently with the American plan of making war humanely, should remain undisturbed, except to the extent of making sure that no return from them shall be made available for lending aid and comfort to the enemy during the war.

It is the second class of enemy investment in the United States that calls for drastic measures—"the investment which," in the words of the Custodian, "marks an outpost of German Kultur, the investment that stands in the trenches dug into the soil of American resources, the investment of the great financial, in-

## When a Million Women Agree on One Thing

—the result is sure to be worth while. A million women, interested in sewing and knitting, turn to

### NEEDLECRAFT MAGAZINE

for instruction and advice, because it is the final authority in that field.

Such concentration of appeal is one reason why women pay for it in advance. Then again, good news spreads — "One woman tells another."



dustrial and commercial powers of Germany in what amounts to American branches of German business concerns. How complacently we have permitted this to be done, how foolishly we have even encouraged it to be done, and how fatal it might have proven to the financial, industrial and commercial independence of the United States, we have only lately come to realize." Now that the scales have fallen from our eyes, he says, "we can see with what crafty yet plausible processes their shrewd pioneers blazed the way through the rich industrial forests of America. They came from industrial organizations fostered by the financial powers of the German Empire, sometimes even subsidized by the German Government. They came to capture as far as they could great lines of industry and commerce, whose control was designed to spread the power of Germany, as against the day when she might call to her support in the struggle for world conquest her industrial and financial legions on this continent, as other nations have called to their defense the free men of their provinces the world around."

In the case of the corporations of this second class in which German capital held control, the enemy stock has been placed in the name of the Alien Property Custodian and directors and managers representing this stock have been appointed by him and the properties are being operated with the same efficiency and with the same profit to the stockholders as heretofore. But in this connection Mr. Palmer is face to face with a peculiar, a disquieting experience. "I sit in Washington," he says, "and watch these great enemy corporations under my management earn enormous profits growing out of the very war conditions for which their owners and their owners' friends are directly responsible, and I face the possibility of piling up these inordinate profits for distribution after the war to the very persons to whom under the circumstances,

it would be unmoral and unconscionable for them to go. The Government finds itself with a large organization at its own expense preserving property which was placed here originally as a hostile act, looking to the conquest of America. We may be put in the position of rewarding that hostile act by generous returns under our management of the capital invested. Or, if the Congress shall conclude at the termination of the war to deny to the owners the profits which have been made certain by the war which Germany has thrust upon the world, there is still a possibility that when the war is over these properties will be restored to their owners and that Germany will be permitted to go on where she left off in building a great industrial and commercial army to aid in some future plan of conquest. Shall we permit it?"

It is urgent that this question be taken up at once. Accordingly, "it is an important part of our work to capture the army which Germany skilfully and craftily planted amidst the busy wheels of American industry, and to break, never to be again repaired, the industrial and commercial chain which Germany has stretched across the American continent and our insular possessions. I would let Germany understand now that her plan has dismally failed. I would let her understand now that, no matter how long she fights, or what sacrifice she makes, or what price she pays, however much territory she may occupy, or whatever worlds she may conquer, there is one place on God's green earth that she will never sully again with the tramp of the marching legions of her industrial army. That is the United States of America. I would divorce utterly and forever all German capital from American industry."

Will the business men of America give ear to Mr. Palmer's appeal? Without their backing, it is absolutely certain, his fight against tremendous odds will be without full fruition.

A flat advertising rate of 15 cents per line is maintained by the Brooklyn Standard Union, and no discount of any description will be allowed on any contract offered for any amount of space.

Absolute certainty regarding an advertising rate is as necessary as absolute certainty of quantity and quality of circulation.

# Rationing a Scarce Product So as to Satisfy Customers

United Drug Company Tells Members How to Get Along with Less Fountain Supplies and Not Lose Business

**H**OW to ration their customers, is the question now being faced by that large variety of manufacturers who are unable to deliver a 100 per cent of the goods ordered from them. It is a task demanding considerable finesse. Goods must be distributed equitably.

No dealer should be given cause for thinking that he is being unfairly treated. If he becomes suspicious that his competitor or the dealers in some other community are being given a larger share of their quota of the available supply than is being given to him, naturally he will lose confidence in the justice of the manufacturer.

The dealer must be shown that it is necessary to view the matter unselfishly. He must be made to realize that every one is in the same boat, and that no favorites will be played. He must be made to see that the times demand sacrifices, and that no retailer should try to "hog" an article that is scarce.

The Fountain Supplies Department, of the United Drug Company, has been handling this problem rather skilfully. It has dealt with the matter constructively and not negatively as some concerns have been inclined to do. Its policy is not to tell Rexall druggists that they *have* to get along with less supplies, but rather to show them how they *can* get along with less and at the same time not suffer the loss of any business. The letter which C. E. Vawter, manager of the department, sent out to Rexallites should be suggestive to the readers of *PRINTERS' INK*, even though the products many of them manufacture may be totally unlike fountain supplies. Here it is:

"Co-operation of spirit and action has long been the axiom of the United Drug Company stock-

holders. And to-day co-operation with the Government towards the end of sugar conservation is the duty of every American citizen, and I know it will also be a pleasure to each of you to realize that you are doing your bit along this line.

"This department of your company, as manufacturers of Fountain Supplies, is allowed 80 per cent of our last year's sugar consumption. This, you realize, will not take care of our ever increasing business, but if each of you, Mr. Stockholder, will co-operate with us in this time of stress, we can get by and give everyone sufficient supplies for this year's wants. I believe this is possible, but we cannot give you sufficient stock to carry over until next season.

## HOW TO CO-OPERATE

"In making your purchases, figure your wants carefully and always remember there are many other Rexallites who want Fountain supplies. So don't get 'panicky' and try to load.

"Watch the dilution of your fruits and syrups and see that the dispenser uses sufficient simple syrup.

"Be conservative about the amount of syrup used in a drink. Most fountain drinks have been too sweet in the past. One and a half ounces will do in most cases where you have been using two ounces. If your syrup pumps are set for an ounce and a half see that the dispenser does not hit the pump twice.

"Feature with signs and otherwise all drinks that can be served without sugar, such as Liggett's Grape Juice and Ballardvale Ginger Ale.

"Go over your fountain service carefully and cut the amount of fruit and syrup used per drink

**CHICAGO****The Central Location for Printing and Publishing**

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and  
Advertising  
Advisers



Day and Night  
Service  
All the Year  
Around

*One of the Largest and Most Completely Equipped  
Printing Plants in the United States*

Linotypes, Monotypes, Hand Typesetting. Usual Presses, Color Presses, Rotaries. Usual Binding and Mailing Facilities, also Rapid Gathering, Stitching, Covering and Trimming Machines.

Whether you have a **large or small Catalogue or Publication** to be printed you have not done your duty by your **firm** or yourself until you have learned about the service **Rogers & Hall Company** give and have secured prices.

*We ship or express to any point  
or mail direct from Chicago*

**Make a Printing Connection with a Specialist and  
a Large and Reliable Printing House.**

**Business Methods and Financial Standing  
the Highest**

(Inquire Credit Agencies and First National Bank, Chicago, Ill.)

**ROGERS & HALL COMPANY**

**Catalogue and Publication  
PRINTERS**

Artists—Engravers—Electrotypers

**Polk & La Salle Streets**

**CHICAGO, ILL.**

Telephone Wabash 3381—Local and Long Distance

**CHICAGO****The Central Location for Printing and Publishing**



where it is feasible. You will find in many instances you are easily using 20 per cent more sweetening than is necessary for your drinks and can without question keep up your present volume on 10 per cent or 20 per cent less sugar.

"We are fully in sympathy with the Government in this step of sugar conservation, and want you to fully realize with us that our friends at Washington have no desire to cripple the running of any line of business. In fact, it is, as you all know, very essential that the wheels of industry should run as smoothly as possible, and this can be done. I believe that if each one of you will make it a point—make it your especial duty to see that all waste, all over-service is eliminated from your soda fountain, you can save 20 per cent of your sugar consumption without curtailing your business one nickel's worth.

"We shall be compelled, no doubt, due to this 80 per cent ruling on sugar, to cut the quantity on various items both on orders already received and orders that shall come in the future. We shall try to do this with due care and it shall be our aim to give all the United Drug Company stockholders a liberal portion of their wants on all items, and such items as are cut, we hope to be able to ship later.

"Now in closing let me bespeak your tolerance and ask that you co-operate with us in this matter."

That is a type of war-time help that any retailer whose heart is in the right place is sure to appreciate.

The sales direction of a well known company, also catering to the drug trade recently wrote to PRINTERS' INK that the "majority of druggists would be deeply grateful for practical advice." Going on he states:

"The average druggist has great difficulty in keeping his stock of countless thousands of items in anything approximating normal condition. Prices have been soaring upward for two or three years, and he requires much more capi-

tal than before the war to carry the same amount of stock. He must have a larger margin of profit because his overhead expense is greater. He sinks money through poor judgment in buying. He must buy to better advantage if he would have a profitable business.

"These are the most vital problems that the average druggist is up against, although there are many others of a minor nature. Therefore, it seems to me that the stimulus required by the retailer in this line is something that will help him solve his problems.

"I cannot believe the ordinary dealer-helps that have been furnished the drug trade in the past will be of much avail or will have much appeal. In fact, our own close-up experience day in and day out for the past few years has convinced me that we must cut for a new deal all through, and hand out something entirely different to the trade if we would be of real assistance to our distributors."

This man is right. For the time being most conventional "helps" are passe. They make no appeal to the dealer who can't get sufficient goods, or who is up to his neck in other war problems. What he wants is some kind of help that will enable him to steer his business through the war. Specific plans, such as those suggested by the United Drug, are the only kind that will appeal to the harassed retailer in these perplexing times.

### Lougee Joins Bush Terminal Co.

E. F. Lougee has joined the staff of the Bush Terminal Company, New York. He has been sales manager of the fashion camera studios of the *Dry Goods Economist*, New York, for the past two years.

### H. G. Atkinson Returns to Hanff-Metzger

C. J. Atkinson, contract manager of Hanff-Metzger, Inc., New York, has been called to the colors. His brother, Harry G. Atkinson, has left the *New York Globe* to return to Hanff-Metzger as contract and business manager.

## Just As Good Reasons For Conservation of Advertising As For Conservation of Coal

Advertising Conservation means Concentration and there is more real productive Concentration in Poster-Advertising than in any other kind of paid-for-publicity. Why?

Because it appeals equally to the consumer, the jobber, the retail dealer and your traveling salesman; because it flashes your message into their eyes every waking hour of the day in dominating colorful space for thirty days on end; because neither you nor they could get away from it if you tried for the reason that exceeding few people go 'round with their eyes shut and—

Because you can confine it to those cities where you need it most at an average cost of \$1.50 per month per 1000 population.

Old General Publicity is out of the running these days. The far-seeing advertiser is "bunching his hits" in the medium that reaches everybody except a blind man: Poster Advertising.

Ask us for details. We have 'em—convincing records too.

**IVAN · B · NORDHEM CO ·**

*Poster Advertising in the  
United States and Canada*

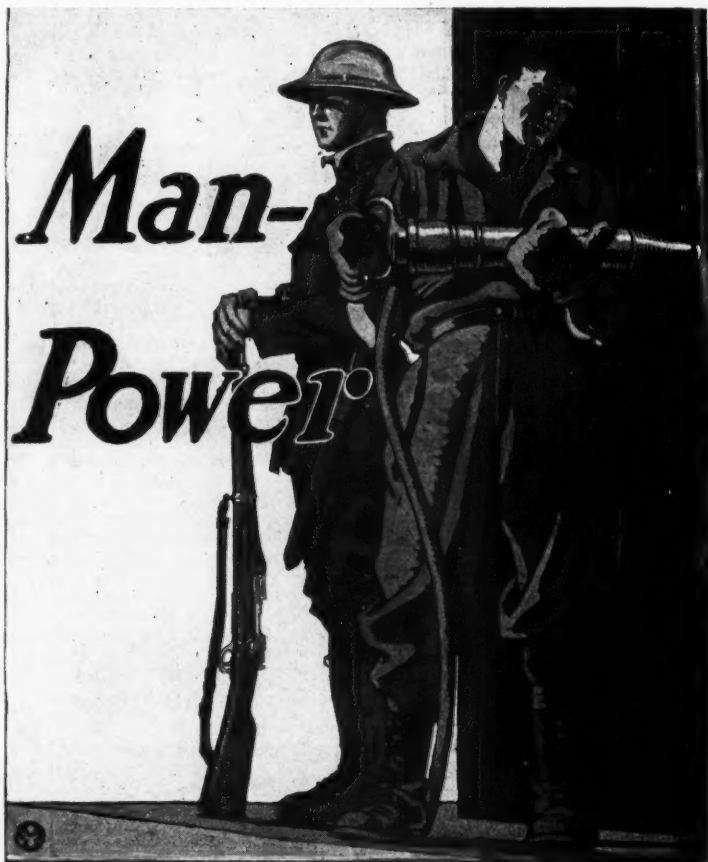
*8 West 40th Street - New York City*

OFFICES

Pittsburgh  
Cleveland

Chicago  
Buffalo

Minneapolis  
Kansas City



*A protest from the Advertising Department*

Don't let the editorial excellence of  
Collier's overshadow in your mind  
its value as an advertising medium.

*More than a Million Every Week*

## *Mark Sullivan in Collier's*

Mark Sullivan is permanently located in Washington, where he can keep Collier's and Collier's readers intimately in touch with the vital problems of the day — ships, airplanes, the progress of war work generally.

Mr. Sullivan's article "Wake Up!" which created such a national sensation when it appeared in Collier's, has just been reprinted in book form. To quote a review in the New York "Tribune":

"Messrs. Macmillan have done an excellent service in reprinting, in an amplified form, Mr. Mark Sullivan's stirring appeal on ships, entitled "Wake Up, America!" Not a little of the vigorous shake-up in the shipbuilding situation, culminating in the appointment of Charles M. Schwab and a radical expansion in the shipping programme, was due to Mr. Sullivan's timely and compelling study of the nation's oversea transportation needs."

*In the June 22d issue of Collier's, Mark Sullivan has another remarkable article, "Man-Power." It ranks in importance with the famous "Wake Up!"*

# Collier's

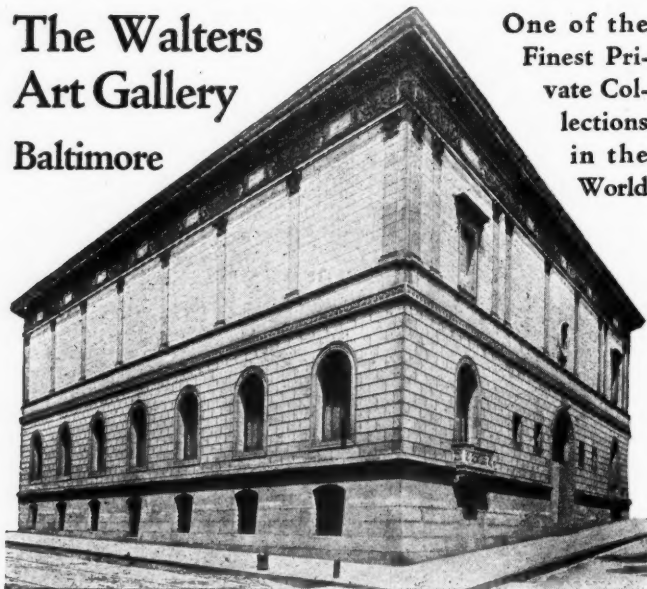
THE NATIONAL WEEKLY

J. E. WILLIAMS, Advertising Manager

more than <sup>52</sup> million Every <sup>year</sup> ~~week~~

## The Walters Art Gallery Baltimore

One of the  
Finest Pri-  
vate Col-  
lections  
in the  
World



Exterior of Walters Art Gallery, corner Mt. Vernon Place and Center Streets

**E**VERY field of art—sculpture, painting, ceramics, furniture, antiques, jewelry—is represented in the amazing Walters collection by some of the finest and rarest examples in existence. You wouldn't have to be an artist to appreciate the titanic Rodin masterpiece, *Le Penseur* (The Thinker), in bronze; to admire the beauties of a Rembrandt, a Rubens, a Millet; to marvel, for instance, at the antiquity of a little tablet of clay, inscribed with odd characters and baked in an oven about a thousand years before the Star of Bethlehem shone in the East!

People who love art, as a rule, also have an appreciation of the finer things in life all the way through. The fact that a section on the editorial page of *The NEWS* each Sunday is devoted to art and that frequent space is given to reproducing paintings and sketches of Baltimore artists, is an indication of the influence of *The NEWS* among this preferred class of buyers.

Circulation class when combined with circulation mass (average net paid circulation of *The NEWS* for May, 112,017 daily, 111,265 Sunday), offers a selling medium which is complete and all-sufficient in itself to COVER the great Baltimore and Maryland fields.

For More MARYLAND BUSINESS Concentrate in

# The Baltimore News

Largest and Fastest Growing Baltimore Paper

21,257 or 23% DAILY 36,086 or 48% SUNDAY  
Gain over May '17 Gain over May '17

DAN A. CARROLL  
Eastern Representative  
Tribune Building  
New York

*Frank A. Webb*  
Advertising Manager

J. E. LUTZ  
Western Representative  
First Nat'l Bank Bldg.  
Chicago

# The Back-Fire

An Account of What Happened to One Firm in an Over-sold Interval

By Ray Giles

IT was two months after the Powers of the world had signed the treaty of peace which closed the war. John Marley sat in his office inspecting in his morning paper the previous day's closing quotations of the stock market.

The figures "87½" beside the name of his own company caused him to keep his eye on the financial page longer than was his custom. True, the Government business which had played so large a part in the operation of his plants was through. And no one had been able to supply accurate figures to show where the total amount of business in his line now stood. But to John Marley, his house remained the leader in its line. Progressive policies had years ago developed in him the habit of success. Before the war his business had been the envy of competitors—not one of them had volume that amounted to two-thirds of his. To-day his plants were even larger, his equipment still more up-to-date, the personnel of his department heads as good or better—but best of all, John Marley had never before been so much in love with the business he had created.

Yet the quick rises which were generally felt among the better industrial stocks at the close of the war brought nothing to John Marley. Instead, he saw to-day in the long list of quotations a distinct drop printed beside his name.

His secretary interrupted:

"You told Mr. Marquette that you'd see him this morning."

John Marley brightened. "Yes; tell him to come in now."

Ed Marquette, sales manager of the John Marley Company, dropped into a big arm chair at the invitation of his employer.

"Well, Ed? You wanted to talk with me?"

Marquette had the expression of

a man about to do something very distasteful to himself. After a pause he said with his eyes directed through the window at the smokestack of Plant 3, "Mr. Marley, I've had a very good offer from Carley-Weeks to go with them as vice-president in charge of sales. I've been thinking it over and it seems to me as though I ought to go."

Rather to his surprise John Marley laughed.

"Didn't you think that I could take better care of your future than Carley-Weeks?" Then more seriously, "I have long planned, Ed, to take you and two or three of the boys in as partners. Now that the war is won and the Government work is out of our hands, I see no reason why we should not take up where we left off in the fall of 1917 and be even better leaders in our field than we were before."

"That's just what is bothering me, Mr. Marley," replied Marquette. "It's the natural thing to try for, but conditions don't promise as well as they should, and the Carley-Weeks proposition sounds like too good a chance to miss."

ALMOST LIKE LEAVING A SINKING SHIP

"Oh come," said John Marley with a touch of impatience, "what can they offer you to compare with the prospects here?"

This was exactly the question that Marquette had hoped to dodge. But put on the defensive there was no chance to avoid a straight answer. "Mr. Marley, he began, "it is true that we have a prominent position in our field, but between the new conditions in labor and raw materials and the trade, it looks to me as though C-W were going to pass us before many months have gone by. I have come to this conclusion

only after looking over conditions in the field.

"It's true that we have held our dealers well in line throughout the war. With shortage conditions as they were, dealers were glad to hold onto any established connection that practically guaranteed them their share of what we could turn out. But Carley-Weeks have gotten around the impression that they are a very progressive house. To-day their goods seem more in demand than ours and now that they can soon take care of any business that may come to them, our dealer organization is crumbling away and swinging over to them. This is very real to the men on the road and nothing we are able to do seems to help it very much. We promise deliveries; they tell us that more and more purchasers seem to regard our stuff as second choice.

"On top of this we suffer both from lack of labor and difficulty in securing raw materials. Many of the women we took on during the war are returning to their homes now that their husbands are back. Others look forward to marriage. And for some reason or other returning workmen looking for jobs seem to go first to Carley-Weeks. One of them frankly told Mr. Coe that he had asked around before resuming work and was told that Carley-Weeks was the more progressive house."

"87½" was passing through John Marley's mind. Only the day before C-W Common had gone up 5½ points—was now 102. "How do you account for all that you are telling me?" he asked Marquette.

"I don't in any definite way, but the facts remain."

After a few minutes, Marley spoke again. "Ed," he said, "I gave you your first real chance in this business. Now will you give me mine? I have never stood in the way of your advancement and I'm not going to begin now. But will you wait two weeks before signing up with Carley-Weeks and spend these two weeks in looking over the situation with

me? At the end of that time you will make any decision that seems best to you and I won't discuss the matter further."

#### FOREIGN COMPETITION THREATENS, TOO

On the night following the two men sat in the smoking compartment of a Pullman bound for a Western state. Their newspapers finished, they were enjoying a couple of Marley's pet perfectos. With fellowship common to such occasions, they were discussing business with two strangers who shared the compartment with them.

One, a student-like individual, had brought the discussion around to foreign trade. "Before the war," he said, "our merchant marine could transport only 10 per cent of our exports. To-day we have a merchant marine capable of carrying ten times as much. A friend of mine in the Senate tells me that the protection of this fleet with its higher-paid sailors is one of the most serious matters that will come up before Congress during the next session."

"What does he think will happen?" asked Marley.

"He says that it looks this way: The ships going to Europe can be filled easily enough with building materials, food and machinery. But to make the return trip pay, we have got to bring back just about anything we can get, and when the cargo lands here we can hardly afford to have tariffs so high that the goods won't sell. Approaching it from another angle, Germany was one of our best customers before the war. In the single year of 1913 we sent her nearly \$150,000,000 worth of cotton and almost \$50,000,000 worth of copper. Neither the cotton growers nor the copper people can afford very well to lose such a customer. We can hardly think of pursuing indefinitely an economic war against such a big buyer, and once we get those supplies going that way, something will be brought back."

The student-like individual



# PRINTERS' INK

19

looked out of the window, arose, stretched himself and yawned. "Well, gentlemen, I'm getting off at Syracuse in the morning so I guess I'd better turn in. Good night."

John Marley remained silent for quite a while. But later as he wound his watch, he said slowly to Marquette, "Ed, if German goods get in here on a low tariff, there's going to be some plain old-fashioned hell."

During the week that followed Ed Marquette wished more each day that he had never consented to the making of the trip. He had known what would happen. He argued with himself that he might have spared his boss by quitting cold instead of rubbing in the situation in the field.

It is hardly worth while to note down all of their calls. A few of the more illuminating ones will serve as examples of the lot.

One of their biggest dealers in Chicago met them for lunch one day at the Blackstone. He had known Ed Marquette and Mr. Marley for many years. And as they sat and put to him the usual questions, the same discouraging answers came their way. Business was slow on their line. Competition was keen—very. The house was in danger of becoming a has-been.

"But," said John Marley as they waited for dessert, "before the United States got into the war, we stood head and shoulders above every other house in the field—and our leadership was twice as striking in this State as anywhere else in the Union. Our remarkable grip on this territory cannot have been greatly loosened during those few years."

"The trouble is, Mr. Marley, that it is hardly safe to figure that you are dealing to-day with the same group of people. You see, the war has largely shaken up the population of the country and redistributed it. Soldiering has put a pioneering spirit into many who would otherwise have remained stay-at-homes all their life. Farm boys got a taste of town life for the first time as they trained in

camp near the big cities. Factory lads have gotten a taste of outdoor life that will make it impossible for them to go back to factory benches, and many will take up farming. Government action transferred wholesale quantities of workingmen from one State to another as well as from one occupation to another. With all this shaking up, your pre-war hold upon this section is an uncertain factor now to count upon. At least that's how it seems from the way in which sales are going."

CARLEY-WEEKS ADVERTISED ALL  
 THROUGH THE WAR

To another dealer on Euclid avenue in Cleveland, Ed Marquette introduced Mr. Marley as "Fred Wheeler, one of our men who may take over this territory." When questioned, the dealer seemed glad to relieve himself of some very direct remarks.

"Oh, yes! I've dealt with the Marley company almost since they started. But I tell you, fellows, old man Marley has lost his pep. The line's as good as ever and the equal of anything in its kind, but what are you going to do when you haven't got the call? Why aren't you folks advertising? Look at the difference between the two houses. Old Marley canned his advertising almost the minute war was declared. 'Course he couldn't fill all his orders. 'Course the Government was crowding his plant night and day. Same thing happened to Carley-Weeks. Did they get cold feet? Not on your sweet life. One of their salesmen comes around to me and says, 'Just wait a few months and then watch and see if you can read our rear license number for the dust. Little old plant jammed with Government work. Sure to make money this year even if we are newcomers. Going to put a big part of that money back into advertising. No spare goods for you now, but I just want to drop in now and then to say howdy. By and bye, when Bill Kaiser gets his, we're going to put the big drive into our own product and our advertising and

then maybe you'll want to order a few dozen."

"Well, everything he said is turning out."

"But," protested 'Fred Wheeler,' who was rather red in the face, considering that he was only an ordinary salesman, "you can't lay the change all at the door of advertising."

"No," replied the dealer, "I don't suppose you can, but the fact remains that all that Carley-Weeks had that Old Marley didn't have was advertising."

"But folks don't change so completely in a few years."

"Few years nothing. Why look: Didn't every year of that war seem like ten? Weren't we stuffed so full of army and navy and Liberty loans and war charities and all kinds of hopes and fears and downright excitement that we'd forget any other thing if we had the least chance? We remembered only the things that were kept right under our noses, believe me. And you know I'm right. Every month that Old Man Marley did without advertising wasn't a month—it was a year—get me? Folks didn't have the time or the inclination to treasure the memory of Marley on their own hook. You don't go out of your way to meditate on your lovely manufacturing friends when you've got a boy in the trenches."

"Well, fellows, good day. When the stock I bought last February gives out—if it ever does—I'll see what the chances look like of getting rid of some more. Good luck! (With a huge chuckle): You tell your boss to get some one to light a few fire-crackers under his bed and see how it feels to be awake for a change—that's my advice. So long."

"Ed," said John Marley as they walked down the street, "it's plain enough that this is not going to turn out to be a pleasure trip. You can just keep on introducing me as 'Fred Wheeler.' I guess that will get us to the bottom of the situation in the shortest time."

At another store they stopped to get a line on things. The

dealer was pleasant enough but had no order to place with them.

"I handled your goods for many years," he said, "but as the war went on, the demand dropped off considerably. Then Al Marcus, who sold your goods to me, got discouraged, too, with the outlook and accepted an offer with Carley-Weeks. I had always liked him, and his new line, although no better than yours, seemed to be having a nice call, so I stocked up. Of course, if you could get back to the position you had before the war, I might consider changing again, but the new goods are going in good shape and whenever a customer asks for your brand the clerks seem to find it easy enough to get him to accept a substitute. As you know, he finds the new goods quite as satisfactory."

#### GOODS ON THE BARGAIN COUNTER

Another case was typical of many that they found as they made their rounds.

On a table in the centre of the floor was a quantity of the Marley goods with price reduction tags in prominent display. Marley did not think he cared to meet the proprietor so they bought some of their goods instead at wholesale prices.

"Oh, yes," replied the clerk in answer to his question, "they're perfectly all right. Just as good as other kinds, but they've been moving rather slowly on account of war conditions, I guess, and the boss is closing out the line."

Again, they sat a few nights later in the lobby of the Hotel Statler, in Buffalo. And here occurred the most interesting of all their adventures on the trip. A brisk man in a brown suit returning from the newsstand, sat down beside a friend two chairs away from where Marquette and Marley sat digesting an old-fashioned un-Hooverized dinner. The brisk one opened up the fresh magazine and pointed out a page to his neighbor.

"That's us," he said in a confident, penetrating voice as he

(Continued on page 115)

# SPEEDING UP PRODUCTION

To *save* is a vital necessity in America today.

There is but one thing of greater importance than conservation and that is *to produce*.

The enormous strain of demand for the things that will win the war—ships—ordnance—airplanes—ammunition—can be met only by highly organized production.

At bottom the problems of meeting this demand are problems which engineering skill must answer.

A dependable journalistic service specializing in his particular problems is as vitally essential to the engineer today as an effective intelligence department is to the commander of an army.

McGraw-Hill Engineering Publications are rendering that vital service.

## McGraw-Hill Publications

*Serve a Buying Power Aggregating Billions of Dollars Annually*

*Power*

*Electrical World*

*Electric Railway Journal*

*Engineering and Mining Journal*

*Coal Age*

*American Machinist*

*The Contractor*

*Engineering News-Record*

*Electrical Merchandising*

*Metallurgical and Chemical Engineering*

*Members of Audit Bureau of Circulations*

# ***The* NEW YORK EVENING JOURNAL**

## ***Continues to GAIN***

While other New York evening newspapers, with one exception, continue to show LOSSES, for the first five months of 1918.

### ***For the Month of MAY, 1918***

The Evening Journal made the following GAINS:

<b>GAIN in Local Display</b>	<b>Advertising 51,661 lines</b>
<b>GAIN in Women's Specialty Shop</b>	<b>" 36,008 "</b>
<b>GAIN in Brooklyn</b>	<b>" 12,279 "</b>
<b>GAIN in Men's Wear</b>	<b>" 11,575 "</b>
<b>GAIN in Dry Goods</b>	<b>" 9,608 "</b>
<b>GAIN in Musical Instrument</b>	<b>" 7,986 "</b>
<b>GAIN in Shoe</b>	<b>" 2,849 "</b>

In thirteen important classifications the Evening Journal exceeded all other New York evening newspapers.

This simply shows that advertisers are CONCENTRATING their advertising in the ONE evening newspaper that most thoroughly COVERS this great Metropolitan District.

The following, as well as those above, are the figures as compiled by the Statistical Department of the New York Evening Post.

### ***Total Evening Newspaper Advertising in New York City, in Agate Lines for the First Five Months of 1918***

	1918	1917	GAIN	LOSS
<b>Journal</b>	<b>- 3,158,378</b>	<b>3,086,797</b>	<b>71,581</b>	
<b>Sun</b>	<b>- 2,223,384</b>	<b>2,420,793</b>		<b>197,409</b>
<b>Globe</b>	<b>- 2,116,254</b>	<b>2,399,719</b>		<b>283,465</b>
<b>World</b>	<b>- 2,096,992</b>	<b>2,227,716</b>		<b>130,724</b>
<b>Mail</b>	<b>- 2,043,788</b>	<b>2,071,356</b>		<b>27,568</b>
<b>Post</b>	<b>- 1,691,065</b>	<b>1,668,933</b>	<b>22,132</b>	
<b>*Telegram</b>	<b>3,257,815</b>	<b>3,291,849</b>		<b>34,034</b>

\*Includes Sunday edition—seven days against six of the other papers, also includes 1,501,667 lines of classified advertising.

# 706,282

was the average *net paid*  
daily circulation for the  
first week of June, 1918,  
(3rd to 8th inclusive) of

*The*  
**NEW YORK  
EVENING  
JOURNAL**  
**2c per copy**

This is nearly double the  
sale of any New York  
evening newspaper.

*(Member of Audit Bureau of Circulations)*

## Northwestern Farmers Are Filling the World's Bread Basket

The Government Crop Report, issued June 7th, shows an increase of some 2,000,000 acres of spring wheat in Minnesota, the Dakotas, and Montana, over the 1917 acreage, with conditions as good as they could possibly be at this time of the year.

This enormously increased spring wheat acreage proves the patriotism of Northwestern farmers, and shows the comparative influence of The Farmer in its own territory.

Before seeding time, The Farmer enthusiastically urged the production of every possible acre of wheat in this territory. Other influences worked just as earnestly to discourage the growth of spring wheat in the Northwest.

The Government Crop Reports tell the tale.

Present indications are that the production of spring wheat in The Farmer's territory in 1918 will be the greatest in history, and will tremendously increase the already bountiful prosperity of Northwestern farmers.

## THE FARMER

WEBB PUBLISHING COMPANY, PUBLISHERS,  
ST. PAUL, MINN.

Eastern Representatives,  
WALLACE C. RICHARDSON, INC.,  
381 Fourth Avenue,  
New York City



Western Representatives,  
STANDARD FARM PAPERS, INC.,  
1341 Conway Bldg.,  
Chicago, Ill

*Members Audit Bureau of Circulations*

# New Markets Open as Old Ones Close

How the American Slicing Machine Co. Adapted Its Sales Methods to War Conditions

**B**EFORE the United States entered the world war, the principal trade of the American Slicing Machine Company, of Chicago, was with grocers and meat markets. The advent of food regulation and other unusual conditions affecting retailers of food products caused a temporary slackening of interest and orders in that field, and apparently reduced the sales possibilities of the company to a material extent.

But study of the situation showed that while the war had handicapped sales effort in one line, it had put a premium upon it in another. For several years big industrial corporations have been taking special interest in welfare activities, including the establishment of lunch rooms where their employees might obtain warm, nourishing food at minimum cost, and the development of war industries brought about a remarkable increase in the amount of work being done along this line.

Munitions plants, shipbuilding corporations, steel companies, coal operators—all these were found to be excellent prospects for meat slicing machines for use in their restaurants. Furthermore, while the business apparently was difficult to get at, direct solicitation showed that missionary work brought results, and that orders came through without delay, once the men actually in charge of these factory restaurants were convinced.

Consequently the company has been putting on extra pressure in the direction of sales in the industrial field, and as a result of this, along with Government business, placed in connection with the equipment of cantonments, naval bases and other Government establishments created as a result of the war, sales during the

first three weeks of May were the largest in the history of the company.

O. W. Bartlett, sales manager of the American Slicing Machine Company, emphasized in discussing this feature the importance of watching new developments in all directions, and keeping in touch with sales possibilities, no matter how remote, so that when conditions in one direction become less favorable, effort can immediately be transferred to another, which is more promising, and the results from which will make up for the falling off in the former line.

"As a matter of fact," he said, in explaining the situation to PRINTERS' INK, "the shrinkage which was first noted in the grocery field is no longer in evidence. After the grocers became accustomed to the new situation, and realized that they would not be put out of business or lose all their profits because of war regulations, they came back into the market for equipment, and our business with them is getting back to normal. But in the meanwhile we have been building trade in a new direction, as an immediate result of the necessity imposed by the conditions in the grocery trade. The dark cloud certainly has had a silver lining, since it has enabled us to develop a section of the market which otherwise might have been neglected for a long time to come."

**SALESMEN LEFT NO SALE AVENUES UNEXPLORED**

Showing how the company has followed up its opportunity, a special salesman was sent into the West Virginia and Eastern Kentucky coal fields, where business was unusually active and prosperity was in evidence. The demand here was not so much for equipment to be used in res-



taurants as in the commissary stores operated by the coal companies. Record business was booked as a result of this work, while railroad and other commissary departments proved live prospects for the company's salesmen.

The latter, seventy-five to one hundred in number, are entirely commission men, having no drawing account and no expense money. This not only means, as indicated by the experience of Mr. Bartlett, that they are "plus" men, who have confidence in their ability to sell a high-grade specialty, but that they are the type of

The demonstration is the key to the sales situation, in this as other cases where mechanical devices have to be sold, but there is a sharp difference in the methods employed in the demonstration. For one thing, the salesman must be present throughout the entire demonstration. He is not permitted to leave the machine for a minute, and free trials are absolutely taboo. This is because of the possible damage which might happen to the machine as a result of neglect or improper use in slicing meats, an operation which, of course, involves greater risk along this line than those

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31										
Kind of business												City																			State									
Volume of business												Name of Concern																												
Ability to pay												Street																												
Length of canvass.												Name of person talked to																												
Did you demonstrate?																																								
Name other machine using or used.												Who has authority to buy?																												
Other machines considering												Objections urged for not buying																												
Does prospect want machine?												Remarks																												
Could they use our machine?																																								
Amounts sold and prices:												Salesman's name																			Date									
D. B.												Fill out card carefully, then prospective purchaser can be written more intelligently and the chances of making a sale will be better.																												
Bacon																																								
Boiled Ham																																								
Cured Ham																																								

CARD TO BE FILLED OUT BY SALESMAN WHENEVER A PROSPECT IS CALLED ON

men who appreciate co-operation, and who do their part in any work of this kind. For example, salesmen are constantly sending in names of prospects, and supplying information regarding conditions affecting them in unusual detail, so that the company can follow them up intelligently.

As will be noted from the card produced herewith the information supplied by the salesman covers the name, kind and volume of business, length of canvass, demonstration by salesman, competitive conditions as to other machines used or under consideration, and the amount and character of meats sold by the dealer. A record of the follow-up is then maintained on the back of the card.

ordinarily taken by the manufacturer.

The salesman is encouraged to make as many demonstrations as he likes, and demonstrate for as long a period as he cares to, but the rule of the house is that when he leaves, the machine goes with him. In this way it is assured that the demonstration will be properly handled, the machine will be used correctly, and it will be restored to the possession of the company's representative in perfect condition.

An odd feature of the situation is that often after a sale is practically closed, the prospect makes immediate delivery of the machine by the salesman a condition of the order. This also is prohibited by

the company, inasmuch as use of the machine for demonstrations is necessary, and the salesman who was weak enough to allow his demonstrator to be taken by the customer would be idle for perhaps a week awaiting delivery of another. Hence the salesman is urged to sell the customer, and not let the latter sell him on the delivery question.

The slicing machine weighs in the neighborhood of 200 pounds, and this makes transportation an important question. Seventy-five per cent of the salesmen use automobiles, and their machines are fastened to the back of their cars. When they go in to talk to a prospect, they can promise immediate demonstration, always an advantage in a case of this kind, especially where a favorable opportunity to talk to the busy merchant must be seized promptly by the salesman.

Some of the men who are covering rural territories, where prospects are not close enough together to justify the use of a

motor car, carry their machines in specially built trunks and demonstrate by appointment.

On account of the weight of the machine, an effort was made some time ago to produce a light-weight model for demonstration purposes only, but this was not practicable. An aluminum machine was put out, but it was found that to do its best work the proper weight had to be provided. The salesmen are now entirely reconciled to the conditions under which they must handle a full-weight machine, since they know that better demonstrations can be made and consequently more sales closed.

Likewise the company encourages the salesmen to take the best possible care of their machines, keeping them tuned up, the knife well sharpened and in condition for effective demonstration, reminding them that this is the vital feature of the entire sales proposition.

Mr. Bartlett has found sales contests a helpful method of

**The  
George L. Dyer Company  
42 Broadway  
New York**



**Newspaper, Magazine  
and Street Car Advertising**

**Publicity and Merchandising Counsel**

maintaining interest on the part of the men. Just now a Plus Contest is being used, in which all of the awards are to be in Thrift Stamps and War Savings Certificates. Six prizes, ranging from \$10 to \$50, are to be given, and in addition special prizes each week to those who sell at least three machines during that period.

Branch offices are maintained by the company in New York, Detroit and San Francisco, and group conferences of salesmen are held at these points and other convenient locations in the field. Mr. Bartlett held one or two general sales conferences in Chicago, but did not find them altogether successful. Chicago is a big town, with many distractions, and bringing together a large number of men in the sales organization made it difficult to get the close personal contact which was desired.

Now the plan is to have regular meetings of district salesmen at central points, where the problems of sales work are gone over in an intimate and helpful way, and these conferences have been found to be especially helpful.

Since real conservation is encouraged by use of the slicer, the company has been able to feature the machine as a factor in food saving and has been assured that the Government regards it as an essential product as indicated by the use which has been made of it in Government establishments.

A new feature of the machine which has helped to put this idea across is the "last slice" device, by means of which end pieces can be cut to the last thin slice. This, in connection with the improved appearance of the material cut by machine, and the reduced labor involved in handling it, has given the American an especially strong series of arguments for presentation to retailers and other users of the machine.

A special drive is being made at this time in connection with increasing sales of dried beef, which lends itself unusually well to the use of the slicer. Dealers are supplied with folders con-

taining thirty-two recipes prepared by a leading dietitian, and these are distributed to customers. In view of the advantages of mechanical slicing to the consumer, dealers who buy slicers are also provided with window and store display material, suggesting the attractiveness of meats sliced the American way, and featuring special sales and other ideas calculated to bring the public into the store.

#### FOLLOW-UP IS BRISK \*

Advertising of the company is largely by means of folders and form letters, the latter written to special lists and to prospects furnished by salesmen. An important feature of follow-up, and one that has been commented on along similar lines in previous issues of *PRINTERS' INK*, is the importance of having letters go out at short intervals, say ten days. In fact, when a special drive in a particular locality is to be made, and a crew is to follow the letters in an effort to clean up all of the sales possibilities, letters are mailed at intervals of two or three days; but this is exceptional.

Personal letters are written to prospects where indicated, and in fact, unusual pains are taken to fit the method of appeal to individual cases, and not attempt to make every sales letter a form letter.

It is interesting to note that the company has had practically no losses in its sales organization on account of the draft. This is not because a conscious effort was made to obtain men who were exempt, but because experience had indicated that older men did better work, making a better impression on prospects. Hence most of the men in the sales organization are married and are old enough to be free from the possibility of draft. The salesmen, all of whom are employed only under contract, work exclusively in selling American slicers, no side-lines or other competitors for the time and interest of the salesman being permitted.



*Drawn by Crawford Young in Judge*

*Earnest Nooie*—How would you play this shot, Caddy?

*Caddy*—Wait 'til no one's lookin' and then set it up on th' bank.

Editions of **180,000** are now required to meet the reader interest in Judge, truly "the happy medium."

Judge is preaching the gospel of cheerfulness in these war-worried days, and practising what it preaches, by giving its readers not only the humorous writings and sketches of its own contributors, but a special new eight-page section, the "Digest of the World's Humor," containing the choicest bits of humor from all over the world.

# Judge

*The Happy Medium*

LUTHER D. FERNALD, ADVERTISING MANAGER  
ROBERT J. DANBY, GENERAL REPRESENTATIVE

## Fight Against Hearst Papers 'All Camouflage'

*An Editorial from the Albany Times-Union of June 4, 1918.*

*(The Times-Union is owned and edited by Hon. Martin H. Glynn, former Governor of New York, chosen by President Wilson to renominate Mr. Wilson for President in the Democratic National Convention of 1912.)*

THE conspiracy against the Hearst publications and Mr.

Hearst personally reflects no credit on any of the parties concerned in it. There is no patriotism, no loyalty to the Government, no fidelity to principle or even a semblance of decency in such an onslaught.

The same elements that are fighting Mr. Hearst in this underhand manner have been fighting him ever since he entered the field to help wring justice from big business. Some papers that are exploiting the matter are merely house organs of big business, and every man who is taking part in the fight on Hearst is either one who is in the employ of the agents of corporate greed or is an innocent and misguided victim of such. Doubtless many good men have succumbed to the wiles and persuasiveness of the anti-Hearst

propagandist, but they do not understand the motive behind the effort.

Patriotism has nothing to do with it.

Pro-German or pro-Ally cuts no figure whatever.

These thin veils are used to cover the hideousness of a conspiracy to punish Mr. Hearst for the fight of years he has been making for the people.

**"EVERY CORRUPTING INTEREST  
FIGHTING"**

Every corrupting element that has hung about the lobbies of Washington and Albany is now fighting Hearst, as they have fought him for years.

Every agent of big and corrupt business is fighting him.

Every highly respectable schemer that robbed the stockholders of

the railroads up to the day the Government took control is in this fight against him.

Every railroad manager and director who has robbed his employes to pay out in dividends the money that should have gone to the men in better wages is in this fight against Hearst, for they regard him as their enemy.

Certain papers leading the fight are the house organs of corrupt big business and war profiteers, and the tools they are using are the same men who have drawn fat retainers from big business for showing its members how far they could go in the work of plundering the public and still keep out of jail.

Every one of these enemies of the people is arrayed against Hearst and is squealing about his own loyalty and patriotism. In the case of nearly every one of them, patriotism merely means profit, and they regard politics only as it offers opportunity for plundering the people.

**"POLITICAL PLUNDERERS AGAINST HIM"**

Hearst has been for the people, and political plunderers are against him.

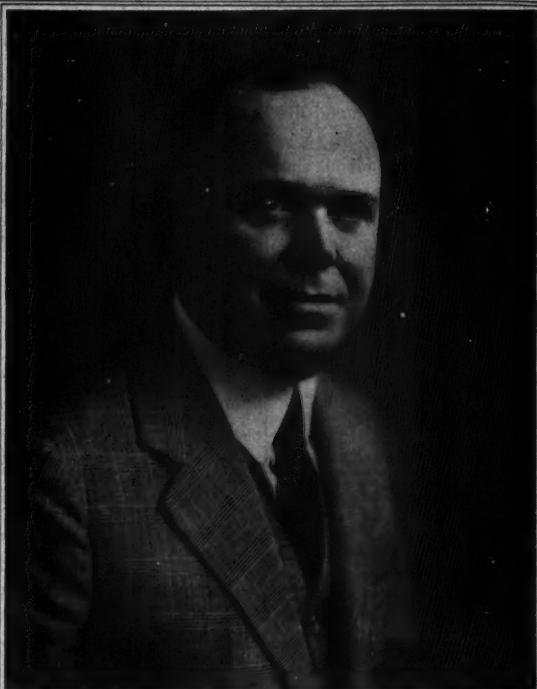
Hearst is for Government ownership of public utilities, and those

who have piled up fortunes financing them under private ownership are against him.

Hearst has stood for organized labor for years and has fought its battles, and all the big moneyed men who believe that capital should organize in every possible way but labor should not be permitted to organize at all are fighting him and parading their patriotism as an argument.

It is true that Mr. Hearst did not want this country to go into the war if it could keep out and protect its honor and interest. There are many millions of men who felt as Mr. Hearst felt before our entrance into the struggle. But these people are standing loyally, firmly and patriotically with the President, while many of the early howlers for war lost their enthusiasm as soon as we got into the struggle.

In this fight on Hearst the cry of patriotism made by the howlers is only a refuge for profiteers. It is a fight on the people rather than on Hearst. IT'S THE SAME OLD FIGHT THAT HAS GONE ON FOR YEARS AND WILL GO ON AS LONG AS THE POSSIBILITY OF PUBLIC PLUNDER EXISTS AND MEN ARE FOUND TO STAND IN THE WAY OF THE PLUNDERERS.



## BUILDERS *of* AMERICAN BUSINESS

JOHN O'CONNOR, PRESIDENT OF THE  
NATIONAL SHOE RETAILERS' ASSOCIATION

"SYSTEM is a reservoir of up-to-date business executive intelligence that no man of wide views can afford to miss. It makes for solidarity of thought and feeling throughout the business world. The familiarity that SYSTEM gives business men with each other's problems, methods and successes is the best elevator of general business practice."

A stylized, cursive signature of John O'Connor.

NUMBER CXXXVI in the series of portraits of readers of SYSTEM



# The Advertised Price and the Public

The Delicate Matter of Exploiting Odd Prices

By F. B. W.

THE article in the May 23 issue of *PRINTERS' INK* replying to a letter from the U. S. Leather Goods Company requesting information as to the desirability of using odd prices in a high-class mail-order catalogue brings out some very interesting sidelights on the price and the public.

I would like to add some of my own experiences and observations, illustrating the need for careful study and experiment in this matter of pricing goods in catalogues, and also, perhaps, in retail stores.

During an experience of several years in running the catalogue end of a business, in certain departments not unlike that of the U. S. Leather Goods Company, my associates and I made numerous experiments in the realm of price psychology. Being fearful at first of quoting prices on certain classes of articles, usually priced in twenty-five-cent units, in odd cents, such as 48 cents, 98 cents, \$1.49, etc., we tried breaking prices in five-cent units, quoting 95 cents, 90 cents, 45 cents, 55 cents, \$1.65, \$3.85, etc. We found, among other things, that 35 cents, 40 cents and 85 cents were excellent odd prices; 45 cents, 60 cents, 65 cents and 95 cents, were not so good, though usable, but that 55 cents, 70 cents, 80 cents and 90 cents seemed to scare the public off in many cases. They seemed not to have any standard of value to measure against these prices; they were bewildering.

Our discovery of the success of the 85 cent price solved a problem that had been bothering us for some time in connection with one of the higher grade departments of the catalogue. This problem was what to do about articles that cost just too much to sell for 75 cents at sufficient profit, when mailing and packing costs were considered, and yet were not

worth a dollar. We had always followed the trade in this matter, jumping our prices in twenty-five-cent units, not supposing that we dared break away, and yet wishing we could offer our customers the advantage of a lower price. But after one season of experimenting we abandoned the twenty-five-cent jump from 75 cents in many instances in favor of 85 cents, and we found that we benefited both ourselves and our customers. They got the advantage of a lower price, and we got a larger number of orders and fewer returns on account of customers feeling that the article was not worth the price.

## LARGER RESPONSIBILITY OF CATALOGUE HOUSE

This last point is much more important in mail-order dealing than in retailing over the counter, for when people shop they are more or less on guard to look out for themselves, while the mail-order shopper expects the house to take all the responsibility, to play square and to give full value in *everything*. If a woman wanders through a store in quest of a fancy collar, for instance, and picks up one which appeals to her, she is not bothered much if she finds that the price is entirely too high, even for that sort of a collar; she merely lays it down and picks up another and another, soon forgetting the unduly high price of the first.

But let that same woman send for a collar by mail, ordering from a catalogue, and find when it reaches her that, in spite of its attractive illustration in the catalogue, it is not worth the money, and she feels that she has been "roasted" and can no longer depend on that house or its catalogue. That kind of sales makes "inactive" cards in a mail-order house's mailing list!

Of course, in certain departments of our catalogue, which I repeat was a very high-grade one going to a select mailing list, five-cent price units had always been used, for they conformed to the trade practice in those lines. But in these departments we again broke with the traditions of the trade and began experimenting in odd cents—23 cents, 49 cents, 98 cents, 99 cents, \$1.19, etc.

It may interest other mail-order advertisers to learn the conclusion we came to in connection with these prices: we decided, after trying all sorts of odd prices, that anything less than a two-cent reduction seemed like a *bait* and not like a genuine penny-saving reduction. I cannot say that we learned this from sales curves, or anything so definite, but we certainly "felt" it before we had operated long with odd prices, and we did away with 24 cents, 49 cents and 99 cents, and all prices of a dollar or more ending in those figures. But we found 23 cents, 48 cents and 98 cents very good and continued to use them regularly, but not too freely. Not only does an overdose of cut prices make people suspicious, but it loses to the catalogue the benefit of the contrast between 98 cents and \$1.00, and 48 cents and 50 cents which contrast is what makes the odd price effective. To overdo the odd price is, in effect, to kill the goose that lays the golden eggs.

#### MUCH DEPENDS ON APPEARANCE OF FIGURES TO THE EYE

Right here let me bring up another point in connection with five-cent units: while we found that in certain departments of our particular catalogue 55 cents, 70 cents, 80 cents and 90 cents seemed to be bad prices, these units after \$1 or \$2 (and up), such as \$1.70, \$4.90, etc., were not necessarily objectionable. Their aspect seemed often to change in such cases and make them look very bargain-like. For instance, \$3.55 may look like a lower price in connection with some certain article than \$3.50. Round num-

bers seem to have a tendency to look big when the price gets up into several dollars.

After all, making right prices, like writing good advertisements, is a matter of getting away from the goods and projecting oneself into the prospective purchaser's mind and looking at your own catalogue or counter through his or her eyes. You may know yourself that such and such an article is a *genuine bargain* at a given price—even that you are losing money on it—but your saying it is a bargain will have far less selling force than making the price look the part, not by always mechanically falling back on 49 cents or 98 cents, etc., but by making the price look reasonable or low in connection with the particular article featured.

There is one thing I have observed, however, and it is this: that the man who goes about this pricing business with his tongue in his cheek, "cleverly" working with odd prices and thinking that he has discovered a scientific system for fooling the public, soon finds that the public is much wiser than he thought for.

I have observed that the permanently successful mail-order merchants are generally those with rather broad human sympathy who understand human nature and take advantage of the public's little vulnerabilities (if I may be permitted that word), not to *fool* their customers but to draw business to their *mutual* advantage, using odd prices, for instance, in an honest effort to stimulate sales on honest merchandise, well worth the price, odd or even.

#### Papers' Advertising Managers Meet

The first meeting of the newly formed Mid-West Newspaper Advertising Managers' Association was held in Oklahoma City, Okla., on June 3. The object of the organization is to interchange helpful ideas for the benefit of members. At present newspapers in six States are represented. The officers are: President, E. E. Hardwich, *Wichita Eagle*; vice-president, H. E. Drier, *Oklahoma City Oklahoman*; secretary-treasurer, C. B. Robertson, *Joplin Globe*.

# Posters for Labor Saving

Government Recognizes Its Limitations When It Comes to Issuance of Conservation Advertising

THE BYRON G. MOON COMPANY  
SELLING & ADVERTISING SERVICE  
TROY, N. Y., June 8, 1918.

Editor of PRINTERS' INK:

We are all familiar with the—  
S A V E

- 1—Wheat
- 2—Meat
- 3—Fats

poster of the United States Food Commission and this has been given a good deal of prominence by a very large number of general advertisers.

Can you tell me whether or not there has been issued by the Government or any individuals, posters of a similar nature advocating the saving of labor, such for instance as—"Shine your own shoes"—"Mow your own lawn"—"Carry home your own packages," etc.?

Any information you can give me along this line will be very much appreciated and if any such posters have been issued, will you kindly advise also as to where we might secure a copy or copies?

THE BYRON G. MOON COMPANY,  
EDWARD WALKER, Vice-President.

SO far as PRINTERS' INK can ascertain at Washington, no branch of the national Government has, up to this time, issued, nor has for distribution any posters along the line of those suggested by our correspondent with the object of conserving labor. Various cards and posters have been put out with the idea of enrolling or mobilizing labor for war service, as, for example, the copy employed by the U. S. Shipping Board Emergency Fleet Corporation when building up a ship building "reserve" but none of this copy has exactly fitted in, of course, with the idea of self-service on the part of the everyday citizen brought out in the above communication.

The nearest approach to a crusade of this character was that which has been prosecuted by the Conservation Division of the War Industries Board in behalf of the elimination of "non-essential services" in merchandising and here the appeal was solely to the merchants and it was left to the storekeepers to posterize such slogans as "Carry Your Own."

That this has been done to some extent is the information reaching Washington, but the Conservation Division has supplied none of the poster copy although it has for free distribution and obtainable upon request a manual or pamphlet that affords plenty of inspiration for such copy in the form of data on the achievements of merchants who have persuaded their patrons to forego erstwhile service of one kind or another.

An inquiry by PRINTERS' INK as to why the Government has not adopted, before this, the idea suggested by our correspondent, brought replies from several officials at Washington to the effect that doubtless the lack of action has been due to the fact that here we have one of the proverbial cases where everybody's business is nobody's business. The Fuel Administration has a very definite form of conservation, of direct and immediate concern to this particular agency, to promote by its poster campaigns. Likewise, the Food Administration or even the U. S. Bureau of Mines which is putting out the "Save Gasoline" posters. A general call for the conservation of labor is not, however, one of the obvious responsibilities of any one of Uncle Sam's war-making agencies and so it waits until the War Industries Board sees fit to issue a summons.

Another explanation given at Washington of why officialdom is inclined to go slow on "save labor" posters is the hesitancy in Governmental quarters to make recommendations that will result in a disturbance of established business. There is no uneasiness incident to a call to save wheat, meat or coal because it is obvious that there is plenty of business for the producers even though consumers cut requirements to the bone. But with other activities the situation might be different. For example, it is suggested at Washington that the proposed

slogan, "Shine Your Own Shoes," would assuredly be greeted enthusiastically by the manufacturers of shoe-holders, brushes, polishes, etc., but might provoke a wail of protest from the proprietors of shoe shining parlors, one of whom that we have in mind, is paying "war taxes" on an income of \$7,000.

Officials at Washington learned their lesson some months ago when a distinguished volunteer, bent on promoting the sale of W. S. S. and forgetting for the moment the educational value of musical instruments remarked in a public address that the average citizen might do without a new piano, or words to that effect. Other casual and undigested recommendations for economy have likewise stirred up hornets' nests until the men in authority are prone to go slow in suggesting to the public what expenditures to cut out. Secretary of the Treasury McAdoo and other officials insist that it is the duty and the privilege of the good American citizen to save in order that he may lend to Uncle Sam in the present crisis but for the most part these are general recommendations.—[Ed. PRINTERS' INK.

### Postoffice Interprets Meaning of Advertising

**A**DVERTISERS and publishers will be interested in a decision of A. M. Dockery, Third Assistant Postmaster General, regarding the classification of publicity for Government war activities in connection with the zone rates of postage applicable on and after July 1.

In a letter to William H. Johns, chairman of the Division of Advertising, he says:

"Publicity in newspapers or other publications devoted to Governmental war activities, such as the sale of War Savings Stamps, food conservation, the Red Cross, etc., for inserting which publishers receive no

money or other consideration is not regarded as constituting advertising matter within the meaning of the law respecting the zone rates of postage applicable on and after July 1, 1918, to advertising portions of publications entered as second-class matter. Such publicity announcements for the insertion of which the publishers receive no compensation either directly or indirectly are regarded as announcements of public information with respect to Governmental activities.

"When giving to publishers for insertion in their publications matter with respect to Governmental activities, for the insertion of which the publishers receive no compensation in any form whatever, it would seem that in presenting the matter to the publishers it should not be called 'advertising matter,' but as stated, merely as publicity matter respecting Governmental activities.

"It is understood in some cases publishers receive compensation from business persons or concerns or others for publishing matter of the kind referred to and in such instances the matter must, of course, be regarded as constituting advertising matter and as such subject to the zone rates of postage applicable thereto."

### Acree Succeeds Eaton on New York "Tribune"

Edward H. Acree, Jr., formerly of the advertising department of the Crowell Publishing Company, New York, has succeeded Frank A. Eaton as advertising service manager of the New York *Tribune*. Mr. Eaton, as announced in *PRINTERS' INK* last week, has gone with the *Nation's Business*, Washington, D. C.

### P. H. Whiting Goes to Roycroft

Percy H. Whiting, who has for the past five years been with W. H. Gannett, Inc., of Augusta, Maine, publisher of *Comfort*, has joined the Roycroft Shops at East Aurora, N. Y. Among his other duties he will handle the advertising for the *Roycroft Magazine*.

# HEARST'S *and* "WHO'S WHO"

**I**T having been noticed, almost by chance, how many of the contributors to *Hearst's Magazine* were in either the American or English "Who's Who," an investigation of the current issue of the magazine—June, 1918—was made. Practically all its authors are celebrities. It is believed that any other number of *Hearst's Magazine* would yield the same result.

## Authors in *Hearst's* for June, 1918, men- tioned in "*Who's Who*"

### *Serials*

#### AUTHORS

Elinor Glyn  
Leroy Scott  
Marie Corelli  
Rex Beach

#### TITLES

The Awakening of Lady Ardayre  
A Daughter of Two Worlds  
The Young Diana  
The Winds of Chance

### *Short Stories*

Robert W. Chambers	In Secret: III. To a Finish
W. W. Jacobs	Striking Home
Edwin Balmer	The Code of Men

### *Departments* *and Special Articles*

Josephus Daniels	Foreword to "The New Navy"
Champ Clark	Autobiography
Booth Tarkington	Drama Taken from His "Seventeen"
James Oppenheim	Verse: A World of Children
Gardner Teall	Art: A Painter of Present-day Nereids
Henry Smith Williams	Science: Our Physical Status

The above is virtually the entire  
Contents Table of June HEARST'S

## "Who's Who" Authors in June Hearst's

**GLYN, Mrs. Clayton (Elmer);** y. d. of late Douglas Sutherland of Toronto, Ontario; m. 1892, Clayton Glyn, J. P. (d. 1915), of Durrington House and Sheering, Harlow, Essex. *Publications:* The Visits of Elizabeth, 1900; The Reflections of Ambrosine, 1903; The Damsel and the Sage, 1906; The Vicissitudes of Evangeline, 1906; Beyond the Rocks, 1906; Three Weeks, 1907; The Sayings of Grandmama, 1908; Elizabeth Visits America, 1909; The Hour, 1910; The

**SCOTT, Leroy,** author; b. at Fairmount, Ind., May 11, 1875; s. Eli J. and Eleanor (Reader) S.; A.B., Ind. U., 1897; m. Miriam Finn, of New York, June 24, 1904. In newspaper work, 1897-1900; asst. editor Woman's Home Companion, 1900-1; asst. headworker Univ. Settlement, New York, 1902-3; has devoted entire time to writing, 1904—. *Author:* The Walking Delegate, 1905; To Him That Hath, 1907; The Shears of Destiny, 1910; The Defense, 1912; No. 12, 1914 (dramatization, 1915), and short stories to mags. West Side Tennis. *Address:* New York.

**CORELLI, Marie,** novelist; of mingled Italian and Scotch (Highland) parentage and connections; adopted in infancy by Charles Mackay, the well-known song-writer and *litterateur*, and brought up during childhood in England. Afterwards sent to France and educated in a convent, where she received, with other instruction, a first-class musical training. Her first book, A Romance of Two Worlds, was an instant success, and from that time she has devoted herself entirely to literature. She has never, however, abandoned her love of music, and is a proficient on the piano and mandolin. She has no particular hobbies except a great love of flowers, and a taste for collecting rare old books, of which she has many unique

favorite recreations are readings: A Romance of Two Worlds, 1886; Thelma, 1887; of Lilith, 1892; Barabbas, 1895; Mighty Atom, 1896; Delicia, 1896; Ziaka: the Soul, 1897; Jane, 1897; Sister Christian, 1900; Temptation in Supremacy, 1902; 904; Free Opinions, 1905; 906; Holy Orders, 1907; The Life Ever-ent, Her Fancy and His; Mason Croft, Stratford-

**BEACH, Rex (Ellingwood),** author; b. Atwood, Mich., Sept. 1, 1877; s. Henry Walter and Eva Eunice (Canfield) B.; ed. Rollins Coll., Winter Park, Fla., 1891-6, Chicago Coll. of Law, 1896-7, Kent Coll. of Law, Chicago, 1899-1900; m. Edith Crater, 1907. *Clubs:* Chicago Athletic (sec., 1905-6), Press (Chicago), Players, Lambs, New York Athletic (New York). *Author:* Pardners, 1905; The Spoilers, 1906; The Barrier, 1907; The Silver Horde, 1909; Going Some, 1910; The Ne'er-do-Well, 1911; The Net, 1912; The Iron Trail, 1913; The Auction Block, 1914; Heart of the Sunset, 1915. *Plays:* Going The Spoilers.

*to mags. Ho*

**CHAMBERS, Robert William,** author, artist; b. at Brooklyn, May 28, 1885; s. William and Caroline (Boughton) C.; brother of Walter Boughton C. (q.v.); student in Julien Acad. Paris, 1898-93; m. Elsa Vaughn Moler, July 12, 1898. First exhibited in Salon, 1899; illustrator for Life, Truth, Vogue, etc. *Author:* In the Quarter, 1893; The King in Yellow, 1893; The Red Republic, 1894; A King and a Few Dukes, 1894; The Maker of Moons, 1896; With the Band, 1896; The Mystery of Choice, 1896; Lorraine, 1896; Ashes of Empire, 1897; The Haunts of Men, 1898; The Cambric Mask, 1899; Out-siders, 1899; The Conspirators, 1900; Cardigan, 1901; The Maid-at-Arms, 1902; Outdoor-Land, 1902; The Maids of Paradise, 1903; Orchard-Land, 1903; Forest Land, 1905; Isle, 1905; The Fighting Chance, 1905; Mountain Land, 1906; Tracer of Lost Persons, 1906; The Tree of Heaven, 1907; The Firing Line, 1908; Some Ladies in Haste, 1908; The Danger Mark, 1909; The Special Messenger, 1909; Hide and Seek in

# "Who's Who" Authors in June Hearst's

**JACOBS, William Wymark**; b. London, 8 Sept. 1868; s. of William Gage Jacobs; m. 1900, Agnes Eleanor Williams; two s. three d. Educ.: private schools. Entered Civil Service, Savings Bank Dept. 1888-90. *Publications*: *Many Carcasses*, 1896; *The Skipper's Wooing*, 1897; *Sea Urchins*, 1898; *A Master of Craft*, 1900; *Light Freights*, 1901; *At Sunnich Port*, 1902; *The Lady of the Barge*, 1902; *Lane*, 1904; *Capt*

1907; *Salthaven*, Ship's Company, *The Castaways*, 1 Barge, a play in 1 croft, Berkhamstead

**SALMER, Edwin**, author; b. Chicago, July 26, 1888; s. Thomas and Helen Clark (Pratt) B.; A.B., Northwestern U., 1902; A.M., Harvard, 1903; married Katharine MacHarg, of Chicago, June 10, 1903. Reporter on Chicago Tribune, fall of 1903; associated with Graham Taylor in the publication of *The Commons*, Jan. 1904-Oct. 1905, when it was merged with *Charities*, New York; formerly editorial adviser and contrib. to *Hampton's Mag.*; also contrib. to *Collier's Weekly*, *American Mag.*, *Saturday Evening Post*, *Ladies' Home Jour.*, *Outlook*, *London Illustrated News*, *Popular Mag.*, *Youth's Companion*, and others. Has traveled in Cuba, Mex.

an. Author: *Way Achievements of MacHarg*, 1910; 1910; *The Surrog*, 1913; *A Wild Man's Eyes* (with one of his short ug. Post was the n's production of a number of his Mem. Soc. Mid-beta Kappa, Phi Harvard Home

**DANIELS, Josephus**, Secretary of the Navy; b. Washington, N.C., May 18, 1862; s. Josephus and Mary (Clevess) D.; acad. edu. in Wilson (N.C.) Collegiate Inst.; [L.L.D., Davidson (N.C.) Coll., U. of N.C., Ohio Wesleyan; Litt.D., Washington and Lee U.]; m. Addie W., d. Maj. W. H. Bagley, May 2, 1888. Editor Wilson (N.C.) Advance at 18; admitted to the bar, 1886, but did not practice; state printer for N.C., 1887-93; chief clerk Dept. of Interior, 1893-5; became editor Raleigh (N.C.) State Chronicle, 1885; consolidated the State Chronicle and the North Carolinian with

and since edit the Navy in C Mar. 5, 1913. twice del. Dem. Exec. Com. fro of N.C. Home: Dept., Washingt

**CLARK, Champ**, congressman; b. Anderson Co., Ky., Mar. 7, 1850; s. John Hampton and Aletha Jane (Beauchamp) C.; ed. common schs., Ky. U., Bethany Coll. and Cincinnati Law Sch.; m. Genevieve Bennett, of Aux Vasse, Callaway Co., Mo., Dec. 14, 1881. Pres. Marshall Coll., W.Va., 1873-4; admitted to bar, 1875; in practice, Bowling Green, Mo., since 1880. City atty. Louisiana, Mo., and Bowling Green, Mo., 1878-81; presidl. elector, 1880; pros. atty. Pike Co., Mo., 1880-81; mem. Mo. Ho. of Reps., 1881-82, 1883-84, 1885-86, 1887-88, 1889-90, 1891-92, 1893-94, 1895-96, 1897-98, 1899-1900, 1901-02, 1903-04, 1905-06, 1907-08, 1909-10, 1911-12, 1913-14, 1915-16, 1917-18, 1919-20, 1921-22, 1923-24, 1925-26, 1927-28, 1929-30, 1931-32, 1933-34, 1935-36, 1937-38, 1939-40, 1941-42, 1943-44, 1945-46, 1947-48, 1949-50, 1951-52, 1953-54, 1955-56, 1957-58, 1959-60, 1961-62, 1963-64, 1965-66, 1967-68, 1969-70, 1971-72, 1973-74, 1975-76, 1977-78, 1979-80, 1981-82, 1983-84, 1985-86, 1987-88, 1989-90, 1991-92, 1993-94, 1995-96, 1997-98, 1999-00, 2001-02, 2003-04, 2005-06, 2007-08, 2009-10, 2011-12, 2013-14, 2015-16, 2017-18, 2019-20, 2021-22, 2023-24, 2025-26, 2027-28, 2029-30, 2031-32, 2033-34, 2035-36, 2037-38, 2039-40, 2041-42, 2043-44, 2045-46, 2047-48, 2049-50, 2051-52, 2053-54, 2055-56, 2057-58, 2059-60, 2061-62, 2063-64, 2065-66, 2067-68, 2069-70, 2071-72, 2073-74, 2075-76, 2077-78, 2079-80, 2081-82, 2083-84, 2085-86, 2087-88, 2089-90, 2091-92, 2093-94, 2095-96, 2097-98, 2099-00, 2101-02, 2103-04, 2105-06, 2107-08, 2109-10, 2111-12, 2113-14, 2115-16, 2117-18, 2119-20, 2121-22, 2123-24, 2125-26, 2127-28, 2129-30, 2131-32, 2133-34, 2135-36, 2137-38, 2139-40, 2141-42, 2143-44, 2145-46, 2147-48, 2149-50, 2151-52, 2153-54, 2155-56, 2157-58, 2159-60, 2161-62, 2163-64, 2165-66, 2167-68, 2169-70, 2171-72, 2173-74, 2175-76, 2177-78, 2179-80, 2181-82, 2183-84, 2185-86, 2187-88, 2189-90, 2191-92, 2193-94, 2195-96, 2197-98, 2199-00, 2201-02, 2203-04, 2205-06, 2207-08, 2209-10, 2211-12, 2213-14, 2215-16, 2217-18, 2219-20, 2221-22, 2223-24, 2225-26, 2227-28, 2229-30, 2231-32, 2233-34, 2235-36, 2237-38, 2239-40, 2241-42, 2243-44, 2245-46, 2247-48, 2249-50, 2251-52, 2253-54, 2255-56, 2257-58, 2259-60, 2261-62, 2263-64, 2265-66, 2267-68, 2269-70, 2271-72, 2273-74, 2275-76, 2277-78, 2279-80, 2281-82, 2283-84, 2285-86, 2287-88, 2289-90, 2291-92, 2293-94, 2295-96, 2297-98, 2299-00, 2301-02, 2303-04, 2305-06, 2307-08, 2309-10, 2311-12, 2313-14, 2315-16, 2317-18, 2319-20, 2321-22, 2323-24, 2325-26, 2327-28, 2329-30, 2331-32, 2333-34, 2335-36, 2337-38, 2339-40, 2341-42, 2343-44, 2345-46, 2347-48, 2349-50, 2351-52, 2353-54, 2355-56, 2357-58, 2359-60, 2361-62, 2363-64, 2365-66, 2367-68, 2369-70, 2371-72, 2373-74, 2375-76, 2377-78, 2379-80, 2381-82, 2383-84, 2385-86, 2387-88, 2389-90, 2391-92, 2393-94, 2395-96, 2397-98, 2399-00, 2401-02, 2403-04, 2405-06, 2407-08, 2409-10, 2411-12, 2413-14, 2415-16, 2417-18, 2419-20, 2421-22, 2423-24, 2425-26, 2427-28, 2429-30, 2431-32, 2433-34, 2435-36, 2437-38, 2439-40, 2441-42, 2443-44, 2445-46, 2447-48, 2449-50, 2451-52, 2453-54, 2455-56, 2457-58, 2459-60, 2461-62, 2463-64, 2465-66, 2467-68, 2469-70, 2471-72, 2473-74, 2475-76, 2477-78, 2479-80, 2481-82, 2483-84, 2485-86, 2487-88, 2489-90, 2491-92, 2493-94, 2495-96, 2497-98, 2499-00, 2501-02, 2503-04, 2505-06, 2507-08, 2509-10, 2511-12, 2513-14, 2515-16, 2517-18, 2519-20, 2521-22, 2523-24, 2525-26, 2527-28, 2529-30, 2531-32, 2533-34, 2535-36, 2537-38, 2539-40, 2541-42, 2543-44, 2545-46, 2547-48, 2549-50, 2551-52, 2553-54, 2555-56, 2557-58, 2559-60, 2561-62, 2563-64, 2565-66, 2567-68, 2569-70, 2571-72, 2573-74, 2575-76, 2577-78, 2579-80, 2581-82, 2583-84, 2585-86, 2587-88, 2589-90, 2591-92, 2593-94, 2595-96, 2597-98, 2599-00, 2601-02, 2603-04, 2605-06, 2607-08, 2609-10, 2611-12, 2613-14, 2615-16, 2617-18, 2619-20, 2621-22, 2623-24, 2625-26, 2627-28, 2629-30, 2631-32, 2633-34, 2635-36, 2637-38, 2639-40, 2641-42, 2643-44, 2645-46, 2647-48, 2649-50, 2651-52, 2653-54, 2655-56, 2657-58, 2659-60, 2661-62, 2663-64, 2665-66, 2667-68, 2669-70, 2671-72, 2673-74, 2675-76, 2677-78, 2679-80, 2681-82, 2683-84, 2685-86, 2687-88, 2689-90, 2691-92, 2693-94, 2695-96, 2697-98, 2699-00, 2701-02, 2703-04, 2705-06, 2707-08, 2709-10, 2711-12, 2713-14, 2715-16, 2717-18, 2719-20, 2721-22, 2723-24, 2725-26, 2727-28, 2729-30, 2731-32, 2733-34, 2735-36, 2737-38, 2739-40, 2741-42, 2743-44, 2745-46, 2747-48, 2749-50, 2751-52, 2753-54, 2755-56, 2757-58, 2759-60, 2761-62, 2763-64, 2765-66, 2767-68, 2769-70, 2771-72, 2773-74, 2775-76, 2777-78, 2779-80, 2781-82, 2783-84, 2785-86, 2787-88, 2789-90, 2791-92, 2793-94, 2795-96, 2797-98, 2799-00, 2801-02, 2803-04, 2805-06, 2807-08, 2809-10, 2811-12, 2813-14, 2815-16, 2817-18, 2819-20, 2821-22, 2823-24, 2825-26, 2827-28, 2829-30, 2831-32, 2833-34, 2835-36, 2837-38, 2839-40, 2841-42, 2843-44, 2845-46, 2847-48, 2849-50, 2851-52, 2853-54, 2855-56, 2857-58, 2859-60, 2861-62, 2863-64, 2865-66, 2867-68, 2869-70, 2871-72, 2873-74, 2875-76, 2877-78, 2879-80, 2881-82, 2883-84, 2885-86, 2887-88, 2889-90, 2891-92, 2893-94, 2895-96, 2897-98, 2899-00, 2901-02, 2903-04, 2905-06, 2907-08, 2909-10, 2911-12, 2913-14, 2915-16, 2917-18, 2919-20, 2921-22, 2923-24, 2925-26, 2927-28, 2929-30, 2931-32, 2933-34, 2935-36, 2937-38, 2939-40, 2941-42, 2943-44, 2945-46, 2947-48, 2949-50, 2951-52, 2953-54, 2955-56, 2957-58, 2959-60, 2961-62, 2963-64, 2965-66, 2967-68, 2969-70, 2971-72, 2973-74, 2975-76, 2977-78, 2979-80, 2981-82, 2983-84, 2985-86, 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4319-20, 4321-2



## "Who's Who" Authors in June Hearst's

**OPPENHEIM, James**, author; b. St. Paul, Minn., May 24, 1882; s. of Joseph and Matilda (Schloss) O.; spl. student, Columbia, 1901-3; asst. head worker, Hudson Guild Settlement, 1901-3; m. Lucy Seckel, of New York, June 1, 1905. Teacher and acting supt. Hebrew Tech. Sch. for Girls, New York, 1905-7. *Author*: Doctor Rast, 1909; Monday Morning, and Other Poems, 1909; Wild Oats (poetic play), 1910; The Olympian, 1912; the New Age, 1913; short stories, art Everybody's, Hairdress: 61 Washin.

**TEALL, Gardner (Callahan)**, editor; b. Eau Claire, Wis., Mar. 6, 1878; s. William Allen and Kate Gardner (Callahan) T.; ed. U. of Minn. Editor Am. Homes and Gardens, New York, 1911-15; editorial staff House and Garden, New York, 1915—. Highest honor and medal for collection of ferns, Chicago Expn., 1893; illustrated Lewis Carroll's Hunting of the Snark, 1910. *Author*: The Child's Bookplate, 1904; The Garden Primer, 1910; The Contessa's Sister (novel), 1911. *Summer Home*: Eau Claire, Wis. Address: Houghton Mifflin Co. Boston.

**WILLIAMS, Henry Smith**, physician, author; b. Durand, Ill., Mar. 4, 1863; s. Edward Jenner and Orrilla N. (Webster) W.; brother of Edward Huntington W. (q.v.); A.B., State U. of Iowa, 1887; M.D., Chicago Med. Coll., 1884; in univs., hosps. and libraries of Berlin, Paris, London, etc., 1893-1902; (LL.D., Western Reserve U., 1903); m. Florence Whitney, of Independence, Ia., Nov. 9, 1889. In practice since 1884; specialist in nervous and mental diseases; asst. phys. and pathologist State Hosp. for Insane, Independence, 1887; asst. phys. Manhattan State Hosp., 1888; Bloomingdale Asylum, 1889; med. supt. Randall's Island Hosp., 1892. Lecturer Hartford Sch. of Sociology, 1891-2. Member A.A.A.S., Am. Geog. Soc., Am. Hist. Assn., Am. Economic Assn.; president Everyday Science Association; founder World Today Club. *Author*: Check List of Iowa Birds.

## "Who's Who" Artists in June Hearst's

**CHRISTY, Howard Chandler**, illustrator; b. Morgan Co., O., Jan. 10, 1873; s. F.M.C.; ed. Duncan's Falls, O.; went East, 1893; since then on New York illus. periodicals; went to Cuba with 2d U.S. regulars and "Rough Riders" before Santiago;

**SHINN, Everett**, artist; b. Woodstown, N.J., Nov. 6, 1873; s. Isalah Conklin and Josephine S.; ed. Bacon's Acad., Woodstown, N.J.; studied art Pa. Acad. Fine Arts, Phila.; m. Florence Scovel (q.v.), Jan. 26, 1898. Exhibits in gen. exhbns. and own exclusive exhbns. annually at New York galleries; painted the mural decorations for The York. Address: 5

**FLAGG, James Montgomery**, artist, author; b. Pelham Manor, Westchester Co., N. Y., June 18, 1877; s. Elisha and Anna Elda (Coburn) F.; ed. New York pub. schs., Dr. Chapin's pvt. sch., Art Students' League, New York, 4 yrs., Herkomer's Art Sch., Bushey, Eng., and also under Victor Marec in Paris; m. Nellie McCormick, of St. Louis, Feb. 22, 1899. Became illustrator for St. Nicholas Magazine, 1890; has been drawing for Judge and Life since 1892; illustrator for the various mags. Painted portraits in Paris, 1900; also in St. Louis and New York. Exh.

# Far-reaching Effects on Demand of Conscription of Advertised Tobacco

Drift Noted to Higher-Priced Brands—Part Advertising Can Play in Readjustment

By Curtis A. Wessel

Managing Editor, *United States Tobacco Journal*, New York

"INDIGNANT Reader" wrote to the editor of the *Westfälische Zeitung* not long ago as follows:

"The other day I ventured to make an analysis of three species of tobacco which had cost me from twenty to twenty-five marks (\$4 to \$5) per pound. I found them to consist of cabbage-leaves and stalks, eggshells, straw, scraps of India rubber, plaster of paris, horse-hair, string, goose pluckings, felt and other indefinable substances. Of actual tobacco the mixture contained less than one per cent. And German authorities are permitting this strange concoction to be advertised as 'fragrant war smoking-mixture.'"

It is to prevent a condition like that from ever coming to pass in the Allied countries that a very remarkable plan of co-ordinating the tobacco supply with both the military and civil demand is being worked out in America.

The immediate and systematic conservation of tobacco supplies throughout the United States is not a pipe-dream. It is an established fact.

The tobacco trade has a Hoover. His powers are not so broadly felt as those of his distinguished prototype. But he has already commenced to supply the millions of the Allied armies. Tobacco is in the American army ration for the first time in history and the home population finds favorite brands distinctly less plentiful than they were even so recently as last winter.

A number of the most celebrated trade-marks of the industry have "enlisted." That is, their outputs are going wholly or in substantial part exclusively into military and naval consumption for

the duration of the war. Advertising established not only their identities but their qualities as internationally known and unmistakable. What will happen during the absence of these marks and the probability of their restoration to the trade with sales value, unimpaired or even enhanced after the war, must be of practical interest to a great many manufacturers.

## WHY "RATIONS" WERE NEEDED

Strangely enough, "the makin's" had been overlooked in the shaping of our war programme. The custom had been for the army men to buy their own smokables.

When the first 600,000 went into camp last September, however, it became evident that not only did soldiering whet smoke-appetites, but a soldier's pay left mighty little for tobacco. The great measure of co-operation which the public and the trade have given have rendered it unnecessary to include the ration for the forces in training here. Another reason is that tobacco is always procurable very close to a cantonment where there may be none within miles in France. So the forces on foreign service alone get the ration.

The ration, as tentatively fixed, is: "To each soldier of the American expeditionary forces daily, four-tenths of an ounce of smoking tobacco and ten cigarette papers. Certain other articles may be substituted."

This quota was determined by the War Department with the view of insuring a steady supply per man. It is presumed that heavy smokers will supplement the ration with purchases at the Y. M. C. A. and K. C. huts.

In April, "Bull" Durham and "Tuxedo" smoking tobaccos made by the American Tobacco Co. and "Duke's Mixture" made by the Liggett & Myers Tobacco Co. were withdrawn from the civil market. While something of the sort had been expected in the trade, there was considerable excited comment and inquiry on the part of everybody save the people most interested, the manufacturers themselves. Both companies issued brief but courteous trade letters indicating that standing orders for the brands would be cancelled and that no new orders would be accepted until after the war. The same week "Prince Albert" and "Stud" (R. J. Reynolds Tobacco Co.), "Lucky Strike" (American Tobacco Co.), "Velvet" (Liggett & Myers Tobacco Co.), "Union Leader" and "Stag" (P. Lorillard Co.), "Edgeworth" and "Qboid" (Larus & Bros. Co.), and other brands were handled in the same manner by the Subsistence Department of the Quartermaster General of the Army.

#### WORKING TO STEADY THE MARKET

It is not permissible to state what the total poundage taken out of civil consumption amounts to, but let us take the figure which has been widely advertised by the American Tobacco Co. in its "farewell" announcements for "Bull" Durham. This tobacco is made at the rate of 2,000,000 pounds a month or something over 1,000,000 sacks a day. The other quantities bring the total for military consumption up to—but we are getting too explicit again. The fact of the matter is that what was done during the first month or two does not afford a reliable index of what will be done during the first year. And it is with the procedure, and result, of the first year that the trade is most thoughtfully concerned. For May the practical total output of the brands mentioned above was shipped to the Army, but only a portion, however, of the country's cigarette output. It is toward a more fairly balanced programme, taking due

account of civil and military needs, that both the authorities and the trade are working.

With a division of the War Industries Board as its base, there has been constructed at Washington a method not only of meeting current military demands out of available stock, but also to provide a more adequate civil supply in the future and, eventually, to place the facts about the entire world's tobacco supply at the finger's ends of those whose duty it is to know the situation.

Alfred I. Esberg is Chief of the Tobacco Section of the War Industries Board. Mr. Esberg accepted the appointment shortly after it became necessary for the War Department to enter the market directly for troop supplies. He is, in effect, the Tobacco Administrator, for while his mandatory powers are the same as those of any other division chief on the Board, his recommendations have first importance with both the Federal departments and the trade, and with him confer the buyers for the Quartermaster's Department of the Army, the Navy Department, the United States Marine Corps and the Allies Purchasing Board.

Mr. Esberg gave me an interview Saturday afternoon at his home. He had come to New York that morning and was returning to Washington late in the afternoon.

A question for PRINTERS' INK sometimes covers the ground so completely as to imply its own answer. I asked Mr. Esberg for "a digest of the methods by which both civil and military needs are to be co-ordinated with the tobacco supply."

"I wish I could give it to you," he replied, "for it would mean that our problem is solved."

#### ADVERTISED TOBACCO WAS ESSENTIAL

Mr. Esberg clearly defined the reason why brands themselves, such as "Bull" Durham, "Prince Albert," etc., were requisitioned by the Federal buyers. The ordinary procedure would be to call for bids upon the quantities of

goods desired, "quality same as sample."

"The trade-mark, in this case, defined the grade," said Mr. Esberg. "There were no considerable quantities of tobacco available of the character desired, other than that known by the brands specified."

The decision for the ration, Mr. Esberg said, was brought about by the acute scarcity of tobacco supplies in England and France.

The job of the Tobacco Section of the War Board is to prevent such stringency in either military or civil America and at the same time help out our Allies as much as possible. In this regard, Mr. Esberg said, an effort would be made to restore, if possible, such quantities of goods for civil consumption as could be spared after due calculation for the troops. The Tobacco Section is feeling its way very carefully, but has its eyes wide open to the needs of everybody concerned. An enormous demand, said Mr. Esberg, made the securing of an even more enormous initial supply imperative. "As long as there was a pound shortage," he said, "the Army and Navy Departments felt a heavy pressure. Our forces might be billeted at a hundred different points. There might be tobacco at one place but none at another. The Army officials had to secure enough to give a safe surplusage—so that the tobacco ration can follow the boys wherever they go. At the Tobacco Section we meet periodically with Lieut. Col. McIntosh, who looks after the needs of the Army; Paymaster E. D. Stanley of the Navy, Capt. L. J. Hughes of the Marines and James A. Carr for the Allies."

The trade-mark in tobaccos, therefore, determined not only identity but grade. While the brand values affected by the Government's demands in this trade could not fairly be approximated in dollars and cents, it will be seen that they have been invested with additional worth as recognized, indeed, exclusive, representatives of their respective types of product.

During our discussion, Mr. Esberg confirmed from his immediate observation the impression that there is an absence of raw material for extensive introduction of new brands.

There is a remarkable similarity in the tobacco crop census showings, year after year. In the Federal report for April 1, 1918, for example, the aggregate of all types of leaf in the hands of those other than original growers was 1,465,168,711 pounds. The aggregate at the same time in 1917 was 1,406,133,573 pounds. A variation of less than sixty million pounds in a total of a billion and a half! These figures represent the ordinary buying practice of the industry. All concerns of importance protect their material requirements for years in advance. And, even if 1918 should be an extraordinary crop year, it could scarcely surpass 1917, which brought in all markets, export and otherwise, the highest prices tobacco has ever brought.

Opinion in this trade is uniform—one might almost say adamant—upon the point that the brands that are already here will be the basis of whatever publicity or sales promotion the trade has to spare from its favorites "in the service."

#### WILL CREATE A FOREIGN MARKET, MAYBE

Of more than ordinary interest will be the progress of those "volunteers," by the way. In the first place, those brands of tobacco are going to an army of 2,000,000 men and a naval force of a million and upward. A very large percentage of these men will return to civil life. They will be loyal to the brands "rationed" to them and the national demand should quickly be reinvigorated. Also, there is the important consideration of foreign prestige. French, Italian and Belgian tobaccos are—well, they are certainly not so fine as to forbid their users from trying a pipeful of "Duke's" or "P. A." Millions of Europeans will be introduced to man's chiefest comfort,

American plan. Will the distribution of our products "over there" leave a broad, permanent demand after the war? From inquiries reaching the trade press from both business houses and banks building up foreign departments, it seems that the chances of such a demand are most favorable.

The brands going into military supply are not going to be neglected in point of publicity during their absence. The American Tobacco Co. is putting institutional quality into its memorials for "Durham," signed by Percival S. Hill, president of the corporation. This sort of advertising is to be continued at intervals during the product's withdrawal and it will be surprising if other manufacturers do not adapt interesting circumstances surrounding the sale of their goods to the soldiers for reminders to the "army at home." Grief at the departure of "Bull" Durham inspired a New York song-writer to an effort entitled "The Makin's of the U. S. A." This ballad has been recorded by singers for both the Columbia Graphophone Co. and Thomas A. Edison, Inc. Distribution of this among the patriotic song releases of these two phonograph concerns will reach the public in a new fashion, helping to keep interest in the brand alive. The P. Lorillard Co. is pointing out in its trade-paper copy that its brands have been used by our troops in every war the United States has engaged in, beginning with the Revolution.

There are so many other brands prominent in the trade category that it will probably require a year's time, and its attendant conferences of sales managers and distributors, to develop the high lights in the picture of a cigar store minus the old staples.

There are still plenty of good tobaccos, cigarettes and cigars in the making at reasonable prices for the civil market. Unquestionably, the buying tendency to-day is toward more expensive goods and there the concerted effort of

manufacturers and jobbers is likely to be centered. In only one respect is the public choice arbitrarily diverted. That is in five-cent smoking mixtures. With "Durham" and "Duke's" off the market, practically nothing but the 12-cent and 15-cent tins or foil packages of fine cut remain. The cigarette situation is unchanged save for the inroads which Government purchases are making. No cigarette is off the market, nor any cigar of importance.

The last year saw the undertaking of a national campaign for the "Ricoro" cigar by the United Cigar Stores Co. That was an example of clear foresight into a complex trade situation. At a time when the cigar trade was juggling the odd-cent proposition—and when stock was beginning to be scarce in all centres of the industry—the United jumped in with an "imported from Porto Rico" product. It has established a broadly successful sale of these goods not only in six-cent sizes, but at seven and eight cents, three for a quarter, ten cents and two for a quarter.

#### OPPORTUNITY TO POPULARIZE MANILA BRANDS

No one conversant with the situation can help wondering whether, when trans-Pacific transportation becomes more abundant, Manila cigars and cigarettes will be systematically exploited to replace the erstwhile "cheap goods" here. The five-cent cigar has not yet vanished from our midst. But the dependable five-cent cigar has gone, very probably forever. Similarly, with "Sweet Caps" at six cents, "Camel" at fifteen, "Lucky Strike" at fifteen and "Fatima" at eighteen cents, life is no longer worth living for the man who will pay a nickel or a dime, yes-siree, *but no more*.

Manila products can still be made and brought to this country to sell at two-for-five, five or ten cents per unit. Within the last couple of years these goods have taken on character. They are pro-

(Continued on page 49)

"Concentration Is the Nation's Watchword"

---

# Dominate Philadelphia

You can dominate Philadelphia  
at one cost by concentrating in

## The BULLETIN

The newspaper "nearly every-  
body" reads

---

The net paid daily average circulation of "The Bulletin" for May was 409,888 copies.

"The Bulletin" is the only Philadelphia newspaper that prints its circulation figures regularly every day.

---

New York Office  
Dan A. Carroll  
Tribune Building

Chicago Office  
J. E. Verree  
Steger Building

Detroit Office  
C. L. Weaver  
11 Lafayette Blvd.

# in perspective

M. H. S., our *ex*-“accelerator,”  
expresses some parting sentiments

M.H.S. is gone. She left us to accept an exceptional position with a dye manufacturer. We called her our “accelerator.” She kept the closing dates very forcibly impressed upon our minds.

Before she left, she was asked a question. She had worked in other agencies—with magazines—in print shops. What had she found in Blackman-Ross?

“Well,” she said, as she looked thoughtfully out of the window at the Hotel Seville, “I think I was most impressed by the marked individuality of the principals—but even more so by the harmonious way in which such individualistic men could work together.”

Another thing that M. H. S. remarked on was the dove-tailing of abilities and efforts. She said she had been happy in seeing almost frictionless co-operation between departments instead of frictional competition.



# Blackman-Ross



She found equipment that had a wide margin of safety for "rush" and special work.

She said she had never worked for a concern that showed such punctuality in meeting closing dates. She was happy to find so few advertisements ground out over night.

"Then," she added, "there is a certain natural undercurrent of fellowship which isn't obtrusive but is very real. Don't you notice how most of our men who have left at different times keep in touch with us and drop in when they get a chance?"

Queerly enough, M. H. S. came back for a visit exactly one week from the day that she left.

ON JULY 4th:

*"Have Newspapers Hearts?"*



Company-NEW  
YORK



**WHITE MOUNTAIN  
ENAMEL**

THE name "White Mountain" as applied to fine printing paper is the guarantee of uniformity and excellence.

*Remember the name*  
**"WHITE MOUNTAIN"**  
*Specify by name*  
**"WHITE MOUNTAIN"**

And when the goods are received look on every package for the name  
**"White Mountain Enamel"**

**THE WHITAKER PAPER CO.**  
 CINCINNATI, OHIO

Birmingham    Detroit    Atlanta    Richmond, Va.  
 Bay State Division—Baltimore  
 Smith, Dixon Division—Baltimore  
 New York Office—501 Fifth Avenue  
 Chicago Office—Continental & Commercial Bank Building



duced under Government supervision.

Will Manila cigar and cigarette standards be established in this market upon an advertised, trade-marked plane? There are some large import concerns already in the line that are well-equipped to do the job if they decide to do it right from the outset.

There are plenty of cold but encouraging facts in the record to warrant anyone, who can secure and keep on securing the goods, in launching a bold drive for business under the altered circumstances of the trade to-day. Every class of tobacco products has responded promptly to advertising.

Here are the annual outputs of manufactured tobacco since 1900. Remembering that granulated pipe mixtures for the last eight years have steadily constituted larger portions of the output, you can pick out the years when the "P. A.," "Tux," "Velvet," "Stag" and other campaigns speeded things along:

1900.....	278,977,035 lbs.
1901.....	294,101,715 "
1902.....	298,048,339 "
1903.....	310,667,865 "
1904.....	328,650,710 "
1905.....	334,849,110 "
1906.....	354,915,499 "
1907.....	369,186,288 "
1908.....	364,109,398 "
1909.....	388,756,941 "
1910.....	436,798,085 "
1911.....	380,794,673 "
1912.....	393,785,146 "
1913.....	404,362,620 "
1914.....	412,505,213 "
1915.....	402,474,248 "
1916.....	417,235,928 "
1917.....	445,763,206 "

This record tells only part of the story of advertising's efficiency in restoring the sale of package tobaccos. The above outputs include plug as well as pipe-feed. Everybody knows that chewing is not nearly so promiscuous as it used to be. And everybody knows that the pipe was rapidly going out of style until Mr. Armistead employed "jimmy" as a prefix and made pipe-smoking sound too picturesque for words.

The cigarette industry's record also shows peak periods symbolic of concentrated advertising. Look!

CIGARETTES	
1900.....	2,639,899,785
1901.....	2,277,069,818
1902.....	2,651,618,797
1903.....	3,043,030,604
1904.....	3,235,103,871
1905.....	3,376,633,673
1906.....	3,792,759,903
1907.....	5,166,941,756
1908.....	5,402,345,198
1909.....	6,105,424,173
1910.....	7,874,239,863
1911.....	9,254,351,722
1912.....	11,239,536,803
1913.....	14,294,895,471
1914.....	16,427,086,016
1915.....	16,756,179,973
1916.....	21,087,677,077
1917.....	30,529,193,538

The undeniable shortage of cigarettes and tobaccos in general is having a beneficial effect in cigar circles, as might be expected. But the occurrence is largely coincidental, and is the result of internal improvement in the cigar trade rather than external surplusage of smoking demands.

Last year the cigar trade showed the first increase in output that a man could put his thumbs in his suspenders and brag about since the year 1906. In 1917 the output was 8,266,770,593 large cigars, by comparison with 7,390,183,170 the year before. From that time all the way back to 1900 the industry pegged along in the six and seven billions, gaining a few hundred million one year only to lose them, perhaps, the next. The 1917 gain seemed to hearten the cigar men considerably. Instead of waiting to see what might happen this year, we find the industry proudly fathering several national campaigns of a scope and substance not heretofore surpassed.

Viewing the market altogether, though, the experts believe that in spite of the "sellers market" those manufacturers that seize the opportunity to advertise constantly will be able to extend a permanent market more quickly and cheaply than they ever will again.

### Jackson Leaves Scott & Bowne

George W. Jackson, who has been for several years with Scott & Bowne, Bloomfield, N. J., has resigned. His plans for the future are not announced.

# Did Germany Steal Her Poster Technique from Great Britain?

If So, Says Matlack Price, Influence Has Been Wiped Out by Teuton Technique—Where the Propaganda Element Lies

**I**S the much-vaunted German poster art, which was recently declared by Matlack Price to have been exploited in this country as a part of the deep-laid plot on behalf of Teutonic propaganda, only another instance of Germany's well-known habit of stealing ideas from other nations and developing them at home? The claim is now made, at any rate, that such is the case; that the supposedly blown-in-the-bottle German technique was really stolen from two English poster artists, Nicholson and Pryde, by a German named Hohlwein. It is a correspondent of the New York *Sun* who gives the details of the alleged transaction. Matlack Price's charge that German art was not only bad art, but also German propaganda, quoted in the columns of *PRINTERS' INK* of June 13, was also quoted in the columns of the *Sun*, and brought the following reply:

To the Editor of the *Sun*.

Sir: The warning by Mr. Matlack Price against the influence of German poster technique is somewhat amusing to those who know something about the history of German poster technique.

This supposed German influence is in reality English, as the entire poster system of Germany had its birth with Nicholson and Price, two English poster artists, whose posters signed "Beggars' staffs" took Ludwig Hohlwein, a German architect, to England about 1904. Hohlwein stands foremost among the German poster artists, and after his return from England, two years later, the English influence made itself strongly felt in his posters. This is the same striking technique which Mr. Matlack Price, chairman of the board of judges which will award prizes for the ship building poster competition, regards as German propaganda.

It occurs to me that our friendly ally, Great Britain, will deeply resent Mr. Price's claim that that which is English is now become German influence. It seems only fair that Mr. Price, as an expert in commercial poster art and as an educator in that field, should give credit where credit is due.

ARTHUR JAMES.

New York, June 15.

When this communication was called to Mr. Price's attention by a representative of *PRINTERS' INK*, he stated that he is still very firmly of his previous opinion, as stated in the article by him already quoted in our pages, namely, that German poster art has been exploited in the United States as a deliberate and carefully planned part of the general propaganda in favor of all things Teutonic. "Even if it were a fact that the original inspiration for this technique came from British artists," he said, "that fact has nothing to do—and certainly would not palliate—the methods used by Germany to impress her methods through a subtle, underhanded propaganda on the rest of the world. But as a matter of fact I heartily disagree with Mr. James as to his statement on this subject."

Mr. Price wrote the following letter to the editor of the *Sun*, setting forth his position:

NEW YORK CITY, June 17, 1918.

Editor of the *Sun*,  
New York City.

I read with interest the contribution in the morning *Sun* of June 17, signed by a Mr. Arthur James, and confess to some doubt as to the spirit and purpose of his letter.

I will be very glad to refer Mr. James to the observations on English and German poster art in the book on "Posters," which I wrote in 1911, and which may be seen in any public library, and I would like to take this occasion to state that there is no technical point in common in the poster arts of England and Germany.

If Mr. James had read my statements with any degree of accuracy, he would have read that the "propaganda" element in German commercial art lies not in the technique (which would be impossible), but in the methods by which its promoters have sought to popularize it.

I am perfectly familiar with the work of the English artists, Messrs. Pryde, Nicholson, J. W. Simpson, Gordon Craig and many others, and I am also perfectly familiar with the type of German art to which I referred in the statement to which Mr. James has taken exception.

Mr. James' familiarity with the work of Pryde and Nicholson, who styled themselves "The Beggarstaff Brothers," does not extend to an exact knowledge of their names, since he alludes to them as "Nicholson and Price."

If the poster art of England at any time influenced the work of German artists, this influence has been so entirely obliterated by the essentially German technique and feeling that I feel very sure the English would be the last people in the world to wish to claim any credit whatever for any remote share they may have had in it.

In the concluding paragraph of his letter, Mr. James thoughtfully calls the attention of "our friendly ally, Great Britain," to their loss of credit for being the originators of German poster art. I feel that not only is Great Britain quite capable of doing its own resenting without the stimulus of outside suggestion, but that any attempt to identify English art with German art might indeed be resented by England.

MATLACK PRICE.

### Jason Rogers Plans New Publishers' Association

A NEW association of newspaper publishers has been proposed by Jason Rogers, publisher of the New York *Globe*. The organization would be built on the State unit plan, and its purpose would be, according to Mr. Rogers, to "overcome the destructive competition which in the past has prevented newspapers from getting together for maximum results and permitted other types of media to reach in and get many millions of dollars which if expended in newspaper columns would have produced much more satisfactory results for the advertiser."

The plan calls for five sectional divisions in the United States and one in Canada. Each State organization would elect a representative on the board of directors of its sectional organization. The State and sectional organizations would have identical functions in their own territory.

After the formation of sectional groups, following the State unit organizations, would come a new national association, formed in the same way, with each chairman of the sectional committee becoming a member of the national commit-

tee of the same name and performing the same functions.

Yearly dues of something like \$10 a year would be divided equally between the State and sectional bodies. Additional funds could be secured, in Mr. Rogers' opinion, from assessments based on circulation.

By working harmoniously in the State bodies, says Mr. Rogers, newspapers through the sectional groups would be able to secure a larger share of national advertising. The meetings held would be designed primarily to help the publishers in the conduct of their business.

### Files It in His Desk, Standing Up

SAMUEL WARD MANUFACTURING CO.  
MAKERS OF  
FINE STATIONERY, EXCLUSIVE LEATHER  
SPECIALTIES, MEMORANDUM BOOKS  
BOSTON, June 12, 1918.

Editor of PRINTERS' INK:

I have been much interested in reading the various letters as regards the changing the size of PRINTERS' INK. Although I have been taking PRINTERS' INK but a little while, I have become very much attached to it, and, owing to its size, as it is now, I can distinguish it from anything else which comes to my desk.

I usually take it home and read it of an evening, and then I have a drawer in my desk into which PRINTERS' INK just fits standing upright. If you change the size I won't be able to file it away as I would like to and incidentally it would lose its now distinctive size and individuality.

W. A. REED.

### The "Old School" Has Many Scholars

CREDIT EXTENSION CORPORATION,  
NEW YORK, June 3, 1918.

Editor of PRINTERS' INK:

Relative to the controversy which is being discussed pro and con with the idea of changing the size of your publication, I desire to add my little objection to your making any change in this respect.

I am still a member of the old school in that I frequently carry PRINTERS' INK in my pocket in order to read it on the trains, etc.

Writing you relative to the above also gives me an opportunity to express my appreciation of the many articles which appear in your publication from time to time which are of material assistance to me in my own business even though I am no longer directly engaged in planning and selling advertising.

GEORGE MCINTYRE.

## Co-operative Store Convention To Be Practical

**I**N view of the recent article in **PRINTERS' INK** on the development of co-operative stores, it is interesting to examine the programme of the first national conference of co-operative societies, which is to be held in Springfield, Ill., in September. It is expected that the representatives of 1,000 stores will be in attendance. The programme is of a practical nature and shows that new life has been infused into the co-operative movement in this country. The convention is to be in the form of round-table conferences, at which the following subjects will be discussed:

Central Buying and Wholesale: (a) Through wholesale; (b) Warehousing; (c) Development into wholesale.

Management Problems: (a) Selecting and pushing stock; (b) Delivery; (c) Employees and salesmanship; (d) Advertising—Display and Placards; (e) Competition; (f) Accounting; (g) Leakage; (h) Credit.

Membership: (a) Enlarging; (b) Responsibilities and opportunities of; (c) Social functions.

Co-operative extensions: (a) Credit Unions; (b) Insurance; (c) Housing; (d) Manufacturing (Milling and Baking).

Co-operation applied to American conditions.

The Producers' Table: (a) Relation of Consumers' and Producers' Movements in America—probable trend; policies recommended.

The Co-operative Organization and the Community Center.

National unity of the Movement.

For two days before the convention, a school for managers will be held.

## Bennett, King Company Opens in New York

A. Rowden King, Francis I. Bennett and Henry G. Kappus have established a new advertising art service in New York under the name of Bennett, King Company.

Mr. Bennett was for eight years art director of Colgate & Co. and for the past two years has been with the M. F. Gould Company, New York, in a similar capacity.

Both Mr. King and Mr. Kappus have been with the Ethridge Company, New York. The former was previously a member of the editorial staff of **PRINTERS' INK**.

## New Orleans' Case for the Convention

A \$50,000 fund for entertaining the convention of the A. A. C. of W. next year in New Orleans has been guaranteed should the delegates at the San Francisco convention next month decide in favor of the Southern metropolis. A delegation of fifty, headed by A. G. Newmyer, of the New Orleans *Item*, has been selected to carry the fight to San Francisco. A correspondent of **PRINTERS' INK** states that "all varieties of publicity are being used lavishly."

"The New Orleans of to-day," it is stated, "is very different from the New Orleans of yesterday. It is no longer a land of continuous carnival and untrammelled leisure."

"The New Orleans of to-day is the site of an \$18,000,000 ship canal now building, and of about \$30,000,000 worth of plants which are to be erected along its edge."

"The New Orleans of to-day owns its own docks, its own terminals, and, the opportunity presenting itself, came into the possession of its own street railways the other day."

"The New Orleans of to-day is modern, progressive and energetic; its development since the beginning of the war has been nothing short of marvelous."

"It is these facts, unquestionably, which are responsible for the campaign New Orleans is making this year for the 1919 advertising convention."

"The fact of the matter unquestionably is that New Orleans has something to show and it knows there is no other body of spectators equal in value to that comprised of the Associated Advertising Clubs of the World."

"Conventions are only too often awarded to cities which want them in an apathetic sort of way and which are in a position to extract little profit from the event."

"As regards New Orleans, the case seems to be altered. This is the best argument it has."

## E. G. Hogarth With Ford in Canada

E. G. Hogarth, formerly a copy writer with the McConnell & Fergusson Advertising Agency at its London, Ont., office, and for the past year and a half in charge of the agency's Windsor branch, has been placed in charge of the advertising department of the Ford Motor Company of Canada, Limited, Ford, Ontario.

## Hamilton With W. A. Patterson

A. L. Hamilton, formerly in the copy department of N. W. Ayer & Son, Philadelphia, and the George Batten Company, New York, has become associated with W. A. Patterson Company, Inc., New York.

# Fuller & Smith

Advertising - Cleveland

The true efficiency  
of the modern adver-  
tising agency lies in  
small details as well  
as in the large plans  
and practice.





## How the NEW YORK AMERICAN has fared at the 2-cent price

In the four and one half months that the New York daily newspapers have been selling at 2c, The New York American has largely made up the loss due to the change in price.

The average week-day sale for the last 2 weeks at the 1c price (Jan. 12 to 25 inclusive) was 376,519—the largest circulation, at that time, of any New York morning newspaper.

The average week-day sale for the first two weeks in June was 362,109—a loss of only 14,410, or *LESS THAN 4%*.

*The New York American still enjoys the distinction of having the largest daily sale of any New York morning newspaper.*

Detailed comparison of circulation before  
and after the 2c price went into effect

	Average for Last Two Weeks at 1c	Average for First Two Weeks in June	
New York City..	293,682	267,341—loss	26,347
Suburban .....	48,340	55,032—gain	6,692
Country .....	29,839	34,376—gain	4,537
Mail and office...	4,658	5,360—gain	702
Total net sale—376,519		362,109—loss	14,410 (less than 4%)

*Out of every four people who buy  
a New York morning newspaper,  
one buys The New York American*

**More New York Americans read the NEW YORK AMERICAN**

## The *Sunday* NEW YORK AMERICAN'S circulation is going up

Despite the fact that there was no advertised change in the price of New York Sunday newspapers, many suburban and country dealers are now asking their customers to pay from 1c to 2c more per copy.

Several New York newspapers since the first of the year have consequently suffered losses in Sunday circulation.

The New York American, on the other hand, has increased its Sunday circulation during this period by more than 10,000 copies.

The New York American's average for the first two Sundays in June was 764,663—a circulation 250,000 in excess of the next largest New York Sunday newspaper.

### Detailed comparison of Sunday circulation in January and June

	Average for Last Two Sundays in January	Average for First Two Sundays in June	
New York City..	374,154	364,115—loss	10,039
Suburban .....	135,610	141,846—gain	6,236
Country .....	241,038	254,948—gain	13,910
Mail and office...	3,286	3,754—gain	468
Total net sale..	754,088	764,663—gain	10,575

*The Sunday New York American  
has the largest circulation of any  
Sunday newspaper in America*

than read any other New York morning newspaper

# Winter Goods Made Year-Round Sellers by Advertising

Dealers in Portland, Oregon, Loaded with Sedan Automobiles, Make Special Drive to Sell Them for Summer Use

**B**ECAUSE the situation confronting the Ford automobile dealers of Portland, Ore., may have its counterpart in other localities, it is worth a brief outline in **PRINTERS' INK**. Not only may these conditions arise in the automobile field, but in many other businesses which have a seasonal demand for their products.

Suppose that retailers who handle your goods stocked up in expectation of a brisk winter's trade and then the winter proved to be an open one and the goods didn't sell. Spring comes on and there seems to be no chance to move them until cold weather sets in. Moreover, the product is one that runs into money, and ties up a lot of capital.

In brief, that was the predicament of Ford dealers in Portland. Last winter is said to have been mild and balmy in Portland, strange as this may seem to Easterners, and the manufacturer's branch in the city served notice on the dealers that their quota of Sedan cars must be taken in full by June 1. Month after month went by and the unsold cars began to accumulate.

The Ford company sent some of its best salesmen to see the dealers and urge upon them the possibilities of selling those cars to the public. The cars had many points in their favor, but as long as the dealer could keep on writ-

ing orders for the touring car without effort, there was little chance of selling the closed cars.

However, the Ford people had no intention of shipping those cars anywhere else, and made it plain that each dealer would be expected to take all the closed cars he had coming to him before the end of the fiscal year.



**Ford Sedan**  
THE AMERICAN FAMILY CAR

This Car Means HOURS MORE Comfort in the Course of the Year

It is the largest car for every day and every hour in every month of the year that for a few dollars more than the price of the standard Ford touring car you can get the Sedan, giving an extra space, more room, more light and more comfort. It would mean more to you for a drive on a quiet afternoon, can be opened up with a stroke of the hand, and is an open car when you want it. It is a great against storm and cold-weather comfort.

Now come home again. Your satisfaction through the year will depend on the choice you make.

For that reason, consider the most all-around advantage of the Ford Sedan. Consider comfort, and then.

**BUY A Ford SEDAN THIS WEEK**

The Ford Sedan is your protection against dust, rain, and protection against sudden changes in temperature. It is a car that is a car for every day and every hour in every month of the year. It is a car that is a car for every day and every hour in every month of the year. It is a car that is a car for every day and every hour in every month of the year.

For the same reason, consider the most all-around advantage of the Ford Sedan. Consider comfort, and then.

ONE OF THE SERIES TO POPULARIZE A CLOSED CAR FOR SUMMER

With the first warm days of summer, one dealer found he had twenty-one closed cars to be sold. Either that or pay taxes and insurance on them until next winter, in addition to having no small amount of his capital tied up in them.

The dealers called a meeting and concluded that the car really had a lot of points in its favor as a summer car. If so many people were willing to buy the standard Ford because of its simplicity and economy, probably a lot more would be willing to buy the same simplicity and economy and a little more comfort. But they would have to be told about the added comfort and advertising was needed for the telling.

The Ford company, as is generally known, furnishes standard copy for its dealers, telling principally of the economy and service of its cars. In appearance, size and text this copy carries out the general scheme of the Ford publicity. The dealers believed that it was not adapted to their special requirements of selling Sedan cars in summer.

Thus it was that new copy was prepared, emphasizing the comforts of touring in such cars, because of the better riding qualities on account of the weight of the body, better upholstery, etc. The protection from dusty roads and sudden rains was pointed out, and the car's special adaptability to women's needs during the whole year. The appeal was to the general class of automobile owners. The space used was large, usually enough to dominate the full page of the newspaper.

It is unusual for automobile advertising nowadays to bring immediate inquiries, but this is what the campaign of the Portland dealers is doing. Demonstrators began to get busy soon after the first advertisement appeared in the newspapers, and before the first week was over the fear of the dealers that they would have to carry over a large stock of closed cars was fast dissolving.

The dealers followed the newspaper campaign with their own follow-up systems. Each dealer also took upon himself the task of making up a window showing some special use of the car in summer.

The newspapers were much in-

terested in the campaign to popularize what had previously been considered a winter automobile, and published interesting stories of local people and their Sedans illustrated with pictures that keyed in with the points of the advertisements.

It seems probable that all the dealers will stock a few of the machines all summer to take care of the demand of those persons who are coming to look on them as a year-round automobile.

### Business Papers Want to Help More

Business paper editors of Chicago are seeking to extend the help being rendered the Government in the conduct of the war. To this end, the War Service Editorial Conference of the Business, Trade, Class and Technical Papers of that city has petitioned the War Department that a man experienced in the business paper field be appointed to work in conjunction with the Bureau of Information for the purpose of furnishing information to the press to meet its specialized requirements.

"We have at times found it rather difficult," the editors say, "to secure the necessary information to enable us to prepare material that is suited to our individual fields; and we have found that a very large part of the material now being sent to the papers throughout the country is wholly unsuited to the requirements of the trade and business papers, being, as they are, devoted to specialized fields."

In another series of resolutions, pledging the support of business papers to the Government, the Editorial Conference urges the passage of a law for the appointment of a commission of business men to take steps to facilitate the return of soldiers to suitable employment at the end of the war.

### Strike Holds Up Printing of Advertising

The 1,800 Chicago striking press-feeders have returned to work on order of President George L. Berry, of the International Printing Pressmen and Assistants' Union of North America. The feeders struck without giving their employers time to consider their demands for increased pay, and were out more than a week. Several important mail-order catalogues were held up and the publication of various business journals delayed.

The situation became so menacing on account of inability to get out advertising matter that some of the Chicago business interests sent representatives to Washington to take the matter up with the Federal War Labor Board.

## There are no U-Boats between You and the Canadian Market



**U**-BOATS interfere with overseas trade. Distance also restricts trade. So does difference of language, varying standards of currency, strange manners and customs, high freights and insurance rates.

But none of these problems face the United States Manufacturer who decides to do business in Canada.

There are no physical, lingual or monetary barriers between Canada and the United States.

Canada is a great and profitable market for U. S. Manufacturers. Canadians buy over \$2,000,000 worth of U. S. goods per day.

Canada is a market you should cultivate now.

It is a country you should advertise in now.

And the most complete and influential advertising mediums you can use are

etary barriers between Canada and the United States. And the most complete and influential advertising mediums you can use are

# The Newspapers of Canada

Why don't you make an "appropriation" to advertise in Canada this fall?

For a nominal sum (\$7,500) you can purchase in the twenty-four leading daily papers of Canada 5,000 lines of space. During the fall and winter (the heaviest buying months in Canada for most commodities) you can advertise the name and merits of your goods to over 2,000,000 of the

most enterprising and prosperous people on earth.

Advertising will increase your sales in Canada now. In addition, it will give you a foundation for your future selling efforts after the war when Canada, unless all signs and predictions fail, will be one of the fastest growing and best conditioned countries in the world.

Write to the Newspapers listed below. Ask them to tell you in detail why you should advertise in their pages—and why you should advertise NOW! Any newspaper (or its representatives in New York or Chicago) in the list below, will be pleased to receive and answer fully, your inquiries regarding the actual and potential market for your goods among their readers.

City	Population	Publication	City	Population	Publication	City	Population	Publication
Halifax	53,000	HERALD & MAIL	Toronto	525,000	GLOBE	Regina	26,105	LEADER
St. John	55,000	STANDARD			MAIL & EMPIRE	Saskatoon	21,954	PHOENIX
Quebec	100,000	TELEGRAPH			NEWS			STAR
		GAZETTE			STAR	Calgary	56,302	ALBERTAN
Montreal	750,000	STAR	London	60,000	ADVERTISER	Edmonton	53,794	BULLETIN
Ottawa	101,795	CITIZEN	Winnipeg	225,000	FREE PRESS	Vancouver	102,550	JOURNAL
		JOHNSON			TRIBUNE	Victoria	45,000	COLONIST
		DAILIES (M & E)						

NOTE—This advertisement is one of a series of twelve, all of which contain valuable information and data on Canada under war conditions. They have been prepared in portfolio form. Any of the newspapers named above will send you a portfolio free upon application. Write for it.

Prepared by SMITH, DENNE & MOORE, Limited, Advertising Agency Toronto and Montreal

## You Do Not Advertise To Save Money—



YOU advertise to *make* money! You appropriate one dollar or a thousand dollars for advertising—then your object is to spend that money in such a way as to secure the greatest possible dividends.

★ ★ ★

¶ What you want is RESULTS. To the man whose first thought in advertising is to *save* money, we say frankly, "Better not advertise at all." But when an advertiser measures a dollar only by how many dollars it can be made to bring back to him, we say:

★ ★ ★

¶ "We stand squarely on our record. In Poster Advertising we can give you the maximum of physical service, and along with that the experience and advertising knowledge of the many men in our organization who have spent all of their business lives bringing success to Poster Advertisers. YOUR SUCCESS!—that is what we would like to discuss with you!"

★ ★ ★

**POSTER ADVERTISING CO., Inc.**

511 Fifth Ave., New York

Peoples Gas Bldg., Chicago

Atlanta

Cincinnati

Cleveland

Milwaukee

Richmond

St. Louis



# National Biscuit Company's Plan to Speed Turn-over

How the Salesmen Are Inducing Dealers to Open a Special Department

A CERTAIN successful retired grocer used to figure that the most profitable goods he had in his store were two-cent cakes of a well known fresh compressed yeast, because he turned his stock every day, or 313 times a year.

The National Biscuit Company in its recent sales work has been proceeding on two major lines of effort to bring about such a condition for its goods. One is, to induce its customers to carry just as much stock as they can turn quickly—in a week or less. The other has been to put the dealer on a cash purchase basis—not to help the accounting department so much as the sales department first of all.

In the latter direction its efforts have been so successful that up to recently thirteen of the company's sales agencies have succeeded in putting all their customers on a cash basis, and individual salesmen in many of the other agencies have succeeded in getting all their customers in this category.

The other effort, to speed up turnover of smaller stocks, is also meeting with success, and as the two aims have a common end, to give the dealer a greater net profit with less effort, through a quicker turn-over, and in the long run greater gross sales, the way the sales department is proceeding to knit them together is interesting.

The first thing the salesman seeks to do is to induce the retailer to group his goods into a compact cracker department. The former points out that instead of leaving his goods lying around in all parts of the store, if the dealer will group them compactly so that they are centrally located, he can do more business with less effort and a smaller amount of stock, replenished frequently, thus releasing capital tied up in crackers

for some other line of goods than crackers.

To back up his point the salesman is supplied with photographs of other stores that have made this move with profit, and on the back of the photos are data pertaining to each particular case, so that the salesman is ready with a running fire of facts based on actual experiences, rather than offering the theory to the grocer, who is a matter of fact individual.

THIS GETS THE GROCER'S INTEREST.

The first point that the salesman must put over is the possibility of increasing his net profits.

"This very vital question should be uppermost in the minds of our salesmen when they are calling on the trade," pointed out a member of the sales department in a bulletin published recently in the "N. B. C.," the company's house magazine. "It is a subject for discussion with the dealer to-day, to-morrow, next week, next month, next year. The salesman may dwell on any or all of a dozen reasons why a dealer should handle our line, but the most important reason and the one that will have the most influence is the subject of net profit.

"If we touch only the surface it would appear to some dealers, and perhaps to some of our salesmen, that there is not as much net profit on our goods as on some other lines or on other groceries. In talking net profit, it is important to emphasize the relationship that turn-over bears to it. For instance, suppose that a dealer purchases a dozen bottled goods at 80 cents per dozen, and he sells them at \$1.20, he makes a profit of 40 cents or 50 per cent on cost, but if it takes him a month to dispose of the goods, he has only made 40 cents on his original investment of 80 cents.

"Suppose on the other hand that

he purchases one dozen packages of Uneeda Biscuit at 90 cents and that he sells them at 9 cents a package, a total of \$1.08, or a profit of 18 cents. We cover city trade twice a week and accordingly we offer the grocer the opportunity of turning his stock over twice in one week. But let's even assume for the sake of argument that this particular dealer's stock turns over only once a week. This would mean that he would dispose of  $4\frac{1}{2}$  dozen packages of Uneeda Biscuit in one month and he would make a net profit of 78 cents on his original investment of 90 cents. Nor does this include cash discount or trade discount.

"We have mentioned bottled goods, but there are many other items carried in the ordinary grocery store which do not turn over any more than once a month, and in many cases, not that often. Consequently, there is not the net profit on the original investment that there is on our products which are turned over so frequently.

"Ask a dealer how much biscuit business he does in a month. What profit does he make on his investment in crackers? What is his total business and what is his total gross profit? You will find that if his biscuit business is 2 per cent of his total business, that his gross profit on his biscuit business forms a very great proportion of his total profit. As an example, a dealer whose purchases total something like \$60 has only \$20 invested in crackers and cakes. His gross profit for the month would be at least \$25 on an investment of \$20, or more than 100 per cent. Does he make 100 per cent on the other lines he carries?

"The National Biscuit Company uses only the best of material in the manufacture of its products, and the price is based on the cost of production plus a reasonable profit. We also offer fair trade discounts based on quantity, placing each and every dealer on the same plane. We offer no concessions. We pay no discounts which are not earned. We give

no premiums. What we have to offer is quality goods sold to the smallest dealer at the same price as to the largest dealer in the country.

"The consumer having secured quality goods, comes back for more and more of them, which creates turn-over in the store, and this turn-over means net profit.

"Advertising, including prominent displays of the goods, is also a necessary adjunct to turn-over.

"Service is still another feature. Prompt service from the factory to the distributing plant; from the distributing plant to the agency, and from the agency to the dealer. All of these have a bearing on turn-over and all of these our salesmen have to offer.

"We sell neither discounts nor concessions, but we do sell quality goods, nationally advertised goods, which mean a quick turn-over and net profit, and net profit is the reason for the grocer being in business."

To back up the sales department in this effort, the system of weekly calls on the trade has been changed, so that salesmen now call twice a week on each retailer.

#### OBJECTIONS, AND HOW TO MEET THEM

One of the chief obstacles the salesman has to overcome in presenting this proposition is the fact that competitors often allow larger discounts than National Biscuit. One of the commonest objections met is that there is less profit in these goods than in coffee or tea—the grocer's favorite citation of a high profit line. In offering this excuse the retailer is just giving the salesman fresh wind for his sails, because he can argue truly that the cost of a chest of tea represents considerable capital, tied up indefinitely for weeks, perhaps months, whereas the tremendous good will built on National Biscuit's heavy advertising will help him turn the same amount, or a much smaller amount of capital invested in N. B. C. goods many times to the tea chest's one.

But to see a laboratory case

## Offering a Powerful *Present* Market

The fruit growers of this country form a powerful, *present* market, and a potential, *future* market.

Moneyed advantages are lost if you are not consistently advertising in the **AMERICAN FRUIT GROWER**. There is no other national fruit medium. It is the world's leading fruit publication.

*Resolve to reach that great buying class—readers of this journal—now. Thoughts are but dreams till their effects be tried. Now is the time to act. Don't wait until tomorrow.*

Green's  
**AMERICAN  
FRUIT GROWER**

*The National Fruit Journal of America*

Guaranteed minimum circulation, 175,000 monthly

**AMERICAN FRUIT GROWER CO., Inc., Chicago, Ill.**

Samuel Adams, Editor-Publisher.

Paul C. Stark, Associate Editor.  
Charles A. Green, Associate Editor.

Member Agricultural Pub. Ass'n.  
Applicant for membership A.B.C.

## Conditions Favor National Advertising

**T**HE PUBLIC is accustomed, as it never was before, to business changes. This makes it a favorable time for national advertising—for bringing about new business connections, methods and processes.

New accounts may now be opened, retail lines simplified, manufacturing standardized, more easily than ever before.

Our years of experience have made Advertising mean nothing less than Salesmanship. Our perspective of business is of proper proportions. The time-tried principles of normal years and the unusual conditions of this world-war period are balanced against each other, and a course of safety and expediency is chosen after sane analysis has been applied.

Let us tell you more about this comprehensive service. Ask us for a copy of "The Efficient Simplicity of a Great Service."

**CRITCHFIELD & COMPANY**

Brooks Building, Chicago

New York    Boston    Detroit    Minneapolis    Toledo

from the firing lines, let's hear from one of the company's own salesmen on how he is finding the plan to work out.

"One of my stores is located in the poorest section of the town," he says. "When I started on the district in December, 1917, this dealer believed, and so stated, that the cheapest kinds of biscuit were the most profitable for him to handle. Except for a few of our package varieties and two of our cans on a shelf in the rear of the store, his stock consisted of the cheapest kind of cheap goods poorly displayed in boxes. His total sales, including our goods, amounted to about fifteen dollars a month.

"One day when he was not busy I asked him what the idea was of having our goods on the rear shelf, to which he replied, 'Everybody knows Uneeda Biscuit. When customers want them they ask for them.' I then asked him if he knew that our goods were extensively advertised in many mediums and he answered that he did. My next question was as to what benefit he thought we would derive from our advertising if we put it behind the scenes, as he did the finished product. I got him there. He realized that he had been making a mistake. I then explained to him that by backing up our advertising with a prominent display of the goods he would naturally sell them faster, turn over his investment oftener and qualify for discount. That same day when my route was finished I visited him again and received permission to put his package varieties on the counter. That month he qualified for 5 per cent discount.

"Not being satisfied, I endeavored to get him to handle our bulk varieties, but he replied that he was getting 10 per cent discount from another firm. I then explained that by buying fifty dollars' worth of our goods in one month he could get 11 per cent. He rejoined that it was impossible since we had practically no goods in our line which he could retail at the prices he was then asking.

"That's true," I said, 'we have no goods of that price and quality to offer, but we have glass bowls in which to display our varieties and out of which they can be retailed at so many for five cents—varieties of superior quality and earning a better net profit.'

"After suggesting this proposition to him and explaining what a fine opportunity he had of earning 11 per cent if he would permit me to install a compact cracker department in a prominent place in his store, I gained his consent. The cracker department consisting of an old-fashioned style stand converted into a combined package, bowl and can rack was duly installed.

"At the end of the month his sales had increased to more than seventy dollars; last month they amounted to \$200, and they were the means of making him 100 per cent N. B. C. He is now convinced that the N. B. C. way is the right way.

"I succeeded in starting another cracker department in a store located in a fairly good neighborhood. The proprietor is a very busy man, so busy that he considered the biscuit business a side issue, his packages being a jumble on one side of the store and the bulk varieties poorly displayed on the other.

"When asked whether he ever qualified for 10 per cent discount he replied, 'Sometimes I do and sometimes I don't.' I then showed him how much he was losing every month by not qualifying for that amount, and by constantly keeping his packages and cans in order on my twice-a-week visits and conducting demonstrations in the store he became interested and endeavored to sell more goods. At the end of two months his sales were averaging more than \$100 a month.

"I then suggested he ought to try and reach the \$200 mark and that it would be a good plan to install a compact cracker department, with a number of glass bowls for additional display of the bulk varieties. To this he replied that he was too busy to consider

it. I then suggested that if he would permit me I would install the department. He agreed.

"In his cellar I found some unused shelving boards and received his permission to use them. With the aid of a saw, hammer, plane, some nails and a little varnish stain, I installed the cracker department. It has put the store in the 15 per cent class for the past two months and made the dealer a pleased 100 per cent N. B. C. customer."

Illustrating the possibilities of turn-over, a Detroit store which carries but six cans of the company's goods in stock at one time, using two counter trays to speed sales, averages sales of \$140 a month, roughly representing a turn-over of ten times a month.

Another grocer in Detroit, in a store twelve feet wide put in a cracker department to the tune of \$85 worth last September. In October his purchases were \$154, in November \$270, and in December more than \$300.

It is such instances as these that the men on the line use in selling the department idea to the dealer.

#### CASH BUSINESS PREFERABLE

Closely allied to this effort is the campaign to get the retailer on a C. O. D. basis. As explained, this is primarily a sales policy, rather than an attempt to relieve the accounting and credit departments. Of course it does serve to eliminate bookkeeping and lost accounts due to controversies over statements, and more accounts are lost for this reason than for any other.

But the company wants the salesman to have 100 per cent of his time for selling. It doesn't want to have his time divided fifty-fifty between collecting and selling.

"If he wants a collector's job," one of the company's sales executives explained to me, "he can get one with the gas company."

"Every time a salesman leaves the house with a pocket full of statements, his mind is mostly concentrated on collections. He knows he's got to make a collec-

tion before he can make a sale at such-and-such's store. The minute the customer sees him, he shouts, 'I don't want anything to-day,' even though the salesman can see twelve empty cans on his shelves. The customer knows he has a collection to make."

"If he gets into the next store, he may wait for half an hour, and then someone sends word back to him that Mr. Jones is taking a nap upstairs, and besides, he hasn't any money for you to-day."

"To add to the salesman's discouragement, in the next place he approaches with statement in hand, he sees twelve foreign cans."

"On the other hand, if he has no bills to collect, he starts out in the right mental attitude. And he's most likely to find the dealer feeling the same way, and he's able to start in on his selling campaign, with new suggestions for service, etc. And under the circumstances he's more likely to find the dealer with him."

"Our instructions to salesmen on this C. O. D. proposition is that when he sells his company's merchandise, sell its terms. Of course, we can't make it arbitrary. He must sell the idea to the customer. He should point out that it is to his advantage to pay cash, and earn his monthly discount, amounting to 12 per cent a year, which the National Biscuit Company is paying him for cash. 'Several of my customers in town are paying cash and getting their discount,' the salesman will say."

"The cash basis makes the dealer a more conservative business man. He's more careful of what he buys because he's paying cash for it. He's just the same as the woman who pays cash for everything she buys. If she has a charge account she's likely to buy more than she intended."

"The chain stores are teaching the individual American retailer along these lines—to eliminate waste, to dress up his store better, and to departmentalize his store for quick sales and quick turn-over. This is making it easier to put the dealer himself on a C. O. D. basis."

# Advertising Food in Cleveland

*THE Plain Dealer is the indispensable medium for the advertising of food products to women in the great populous Western Reserve of which Cleveland is the heart.*

Cleveland housewives have the reputation of managing their affairs wonderfully well. They are studious, keen, alert, competent. Win them with a meritorious product and you have a steadfast market.

As successful home-managers they have been going to school with Mrs. Alice Gitchell Kirk as the teacher. They not only read Mrs. Kirk's page in the Friday issues of The Plain Dealer but they attend her lectures in classes; they call her up by telephone for help; they write her; they keep her busy. Particularly are they interested in the weekly Menu Contests—entering into them with enthusiasm and winning worthwhile prizes.

MRS. KIRK is known either personally or by reputation to every woman in Cleveland and vicinity and is also a national authority on buying, cooking and serving food. She tells Cleveland women every Friday in The Plain Dealer Food Page what to buy and why. And this page alone has made The Plain Dealer exceptionally strong with these wide-awake housewives.

With an emphatic leadership in its city and surrounding territory The Plain Dealer alone is a logical, sufficient and indispensable medium through which to reach all good buying homes in Cleveland and Northern Ohio.

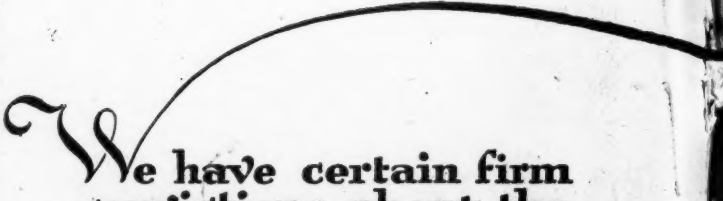
*We'll be glad to send you copy of Mrs. Kirk's Food Page upon request.*

**The Plain Dealer**  
First Newspaper of Cleveland. Sixth City

Eastern Representative:  
JOHN B. WOODWARD  
Times Building, NEW YORK

Western Representative:  
JOHN GLASS  
CHICAGO: Peoples Gas Bldg.





**We have certain firm convictions about the dynamics of advertising. Our view point is different and upon view point depends the whole value of your advertising campaigns.**



# 24,129 GAIN

CHICAGO  
EVENING  
AMERICAN  
CIRCULATION  
MAY 1918  
326,625

GAIN IN  
MAY OVER  
JANUARY  
1918

# Nationalizing the Long Distance Tailoring Idea

How Joseph Vehon, Who Died on June 8, Worked Out a System That Puts City Clothes at Disposal of Multitude

**F**ORTY or more years ago the man in the small town who wanted to buy clothes at home had only two ways to get them. He had to buy ready-made garments from the local dealer or from the retail mail-order houses. Many a town was too small to support a tailor who could actually make good clothes.

The richer part of the population would go to some large towns—several hundred miles away perhaps—and have their clothes made. Wearing these new garments they were the envy of the less fortunate. In those days a regular suit of tailored clothes built by a master workman was unusual enough to stand out from the multitude.

All this gave Joseph Vehon an idea.

Out of the idea grew the great institution known as the Royal Tailors of Chicago and New York—pioneers in the "money back if you are not satisfied" and "tailor to the trade" propositions.

Mr. Vehon's death in Chicago on June 8 recalls some features of the way he worked out his problems which are well worth relating here.

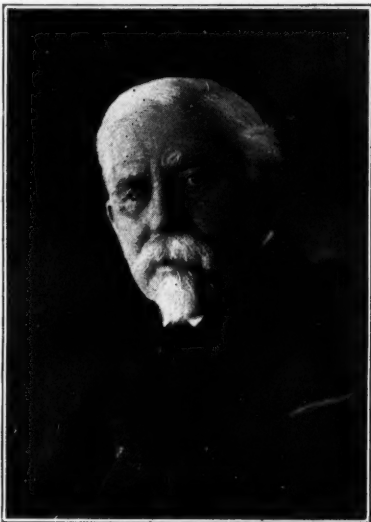
When Mr. Vehon, shortly after the Civil War, opened a little retail clothing store in Monticello, Iowa, the guarantee system in selling clothes was practically unknown. When a man bought a suit of clothes he did it at his own peril, bidding his money a fond farewell and taking several varieties of chances.

To combat this condition Mr. Vehon introduced a revolutionary guarantee system. On all his ad-

vertising matter appeared this sentence: "Your money back if you are not pleased."

He made good on it—something else that was very unusual.

There were a great many losses to make good, but just the same the business was phenomenally successful, and in a short time Mr.



THE LATE JOSEPH VEHON

Vehon had all the retail clothing trade of Monticello.

There were no tailors in the town. All the clothing that was sold there was ready-made. In some of the smaller near-by towns there were tailors, but these were not at all up to date and were out of touch with styles.

Noting that some few of the men in Monticello went to Dubuque, Des Moines or Chicago to get their clothes made by city

tailors, Mr. Vehon got the tailor-to-the-trade idea. He saw that his little Iowa town demanded certain things in the way of clothes that were not to be had there. In other words, there was a demand for big city tailoring. If this was the condition in his town, it naturally would be the same in ten thousand other towns. He thought he could see a nationwide demand for this sort of service.

Of course, the average man in the smaller country town could not afford to travel to the big city to get his clothes made. But what was there to prevent the tailor traveling to him? Why couldn't a big organization in Chicago or New York make clothes to measure for the men of the nation and make it easy for them to get in their home town the same service they would get if they actually went to the city?

This was the birth of the tailor-to-the-trade idea.

Mr. Vehon sold out his business in Monticello and opened up a modest little experimental tailor shop in Chicago in 1886.

His plan, which he saw was so great in its potentialities, was developed patiently. He could see far enough ahead to realize what could be done, but the ways of doing this thing had to be based on experiments, hard work and disappointments.

His determination from the beginning was to establish a national tailoring service. He insisted that he could make it possible for the men of every city and town in the United States to enjoy custom tailor style and work—and all at a popular price.

Mr. Vehon first tried out his plan on the exacting Chicago trade, and in a year had proved to his own satisfaction that he was on the right track. Then he made ready to spread the idea over the country.

A few Royal Tailor sample books were prepared. These contained a few samples of material and full directions for the retailer. With the books were order blanks, tape measures and all the para-

phernalia needed for taking a man's measure and his order for a suit of clothes.

Some retailers in near-by towns were interested. The plan was that they should take orders for the clothes listed in these swatch books. They were careful to measure their customers according to the directions sent out by the Royal Tailors. The order was then to be sent in, executed and the clothes sent back to the retailer. In effect, the retailer had a custom tailoring department in his own store through which he was able to give city tailor service to his customers.

#### MONEY-BACK GUARANTEE MADE FOR SUCCESS

The retailer was encouraged to make the same guarantee of money back if not pleased that Mr. Vehon made when he started out in Iowa. Much emphasis was placed upon this, and every claim was adjusted to the complete satisfaction of the customer.

The thing grew very rapidly in popularity, as it was not at all difficult to sell. There was no investment whatever for the local dealer. His room was not taken up nor his capital tied up in stock. The swatch book and other equipment he needed were furnished him by the Royal Tailors without charge. He did business on the Royal Tailors' capital and made his share of the profit without any investment other than his time and overhead.

But, good as the idea was, Mr. Vehon soon found it would not go over in a big way unless the Royal Tailors kept constantly back of it, everlastingly hammering away at the dealers in the way of selling helps and at the consumers in the way of national advertising.

The soundness of the proposition and the unusual ease of its execution made the retailer accept it without any question. But the trouble came through a certain lack of incentive for the dealer to hustle hard and sell Royal Tailor clothes. He had no money invested. Therefore the loss that he would suffer through failing to

push the thing properly would not be so impressive to him unless he took time to stop and analyze the thing through in detail. If he had in his store a couple of thousand dollars' worth of Royal Tailor clothes that actually represented that much expense to him he naturally would strive to dispose of them within the season because otherwise he would suffer a sacrifice of profit.

Mr. Vehon's task, therefore, was to keep the dealer's enthusiasm alive and to increase it if possible.

To do this he looked far ahead in an advertising as well as a merchandising way.

Let it be understood right here that his whole problem of selling the merchant, keeping the merchant inspired and everything else about the transaction had to be worked out by mail.

#### VALUE OF ADVERTISING REALIZED EARLY

Very soon after inducing a number of merchants, through use of the mails, to take on the Royal Tailors' line, there was started a consumer advertising campaign to nationalize the long-distance tailoring idea. This was carried out with growing persistency and volume in a number of national mediums until his company eventually became recognized as about the biggest advertiser in the clothing business.

Mr. Vehon was inclined to be lavish in his national advertising expenditures. While not dealing directly with the consumer, he regarded consumer advertising as a tremendous force that would work two ways. It would create a demand for his goods and at the same time help him in his important and sometimes difficult problem of keeping the dealer thoroughly awake and interested. He reasoned that if a dealer could see a two or four page insert advertising Royal Tailors' clothes in a prominent national medium his respect for that line thereby would be increased and his profit-getting instincts aroused.

Mr. Vehon's idea was thus to

use consumer advertising to hit at the distributor of his clothes almost as much as at the man who bought them.

A remarkable feature of this idea of long-distance tailoring and the way in which it was advertised, merchandised and made to win, is that the way it is carried on to-day is in substantial harmony with the way it was started more than thirty years ago. It was thought through and the whole proposition based upon logical conclusions. All along Mr. Vehon kept in closest touch with the advertising as well as the merchandising and operating ends. Make the advertising a success, he reasoned, and success in the other divisions would come as a matter of course.

The scheme of operation as evolved and perfected under Mr. Vehon's direction includes selling the merchant, keeping him sold and selling the people.

Selling the merchant is done by mail direct. The company has a very elaborate direct advertising system. Eligible dealers are drummed through a system of follow-up form letters and well-executed printed matter. This direct rifle-shot advertising is supplemented and reinforced by dealer ads in clothing journals.

After the retailer takes on the agency the work of the company in his store is only started. The house regards his store as one more outlet for its clothing. This opportunity has to be nurtured, cultivated and carefully attended to in every way. There is too much at stake for the house to leave the advertising and selling for the merchant. Hence the services of the best advertising experts are utilized to the end that the most effective retail advertising boosting the proposition will be given the dealer. Everything is done to help him sell goods. He is furnished with letters to send to his trade. He is given moving picture slides, window cut-outs, aluminum advertising novelties, cuts for newspaper advertising, and up-to-date handbills.

# Is there a better way to pay your salesmen?

Would it help you, in considering this and other problems of sales management, to have before you in boiled-down, "brass-tack" form, the experience and perfected methods of concerns in over 250 lines of business?

To provide sales executives with just such facts, we are now making, at the request of the International Association of Sales Managers, a nation-wide survey of modern sales management practices. The editorial work is in charge of J. C. Aspley, for four years on the editorial staff of *Printers' Ink*. The material is being secured by personal interviews, and through the co-operation of nearly 400 subscribers to the Dartnell Monthly Sales Service. The survey is being published in loose-leaf sections.

## Information the Survey Will Give You

**Section 1—Fixing Sales Tasks and Market Analysis**—How Proctor & Gamble, Baker-Vawter Co., and other concerns appraise the sales possibilities of a territory. The task and bonus plan of Beechnut Packing Company, etc., etc.

**Section 2—The Selection of Salesmen**—Plans and tests used by American Tobacco Co., Chalmers Motor Co., United Cigar Stores, with general suggestions for drawing up application forms, etc.

**Section 3—The Compensation of Salesmen**—Details of fifteen profit-sharing plans for salesmen, including plan of Arbuckle Brothers, C. P. Sanderson Co., Hood Tire Co., and others.

**Section 4—Shaping the Sales Policy**—Experience of Holeproof Hosiery Co., Montgomery Ward & Co., and others in using guarantee, Swift free deal plan, how Johnson & Johnson check price cutting, etc., etc.

**Section 5—Standardizing the Sales Story**—The use of sales manuals, bulletins, and portfolios by National Cash Register Co., Addressograph Co., H. J. Heinz Co., etc., etc.

**Section 6—Forced-Draft Sales Stimulation**—Sales contest plans for salesmen, dealers and clerks as used by representative concerns in many lines of business, with suggestions.

**Section 7—Developing Star Salesmen**—Applying life insurance methods to selling commodity. How successful sales managers handle the various types of salesmen.

**Section 8—How Sales Executives Organize Their Work**—Routine short cuts taken from the methods of 400 subscribers to the Dartnell Sales Service which are suited to the needs of sales executives in all lines of business.

**Section 9—How To Get and Use Sales Data**—After-the-war problems will call for action built on knowledge. This section will show how concerns like Burroughs Adding Machine Co. organize data files.

**Section 10—Sales Correspondence**—This section includes many suggestive letters written by successful sales executives to salesmen, as well as general information on sales correspondence.

*This Data Should Be in Every Business Library*

## Three Letters to Inquirers with the Customary Ending

"The Dartnell Service, so far as we can observe, has through several years of conscientious endeavor secured the entry into a great many worth-while organizations throughout the country. We are strong believers in the Service."

BAKER-VAWTER CO.

"The Service has been very satisfactory and helpful to us in a number of ways. It constantly suggests new ideas of selling, for the handling of salesmen, and so forth. We can heartily recommend the Dartnell Sales Service."

CHALMERS MOTOR CAR CO.

"We find that the information they are putting out is most excellent in character and we know that we, in common with the rest of the subscribers, are obtaining a wealth of good from it. I am a great booster for the Dartnell Service."

C. GOTZLIAN & COMPANY



Tabulation Showing Comparative Earnings of Salesmen  
(Continued)

SALESMAN	Year Group	Commission	Fixed Salary	Travel Allowance	Expense Allowance	Other Allowance
Blacks (in Wholesale)	Both	1,400	50,000			
Eastern States	Both	1,400	50,000			
Western " "	Both	1,400	50,000			
Southwest " "	Both	1,400	50,000			
Hardware (Heavy)	Salary	1,400	50,000			
Hot Water Heaters	Salary	1,400	50,000			
History	Commission	96	36			
Insurance-Lump	Salary	1,400	50,000			
Lithography	Commission	121/4				
Long-Leaf Euphorbia	Both	12,000-125				
Men's Work & Gown	Commission	96				
Motor Trucks	Salary	1,400	50,000			
Office Appliances	Commission	308				
Pack's Home Prod.	Salary	1,400	50,000			
Car Route Men	Salary	1,400	50,000			
Specialty Men	Both	1,400	50,000			
Paint and Varnish	Both	1,400	50,000			
Paint Salesmen	Commission	96				
Expenses and Furnish	Salary	1,400	50,000			
Books	Both	1,400	50,000			
Books	Salary	1,400	50,000			
Shoes (Advert.)	Commission	96				
Shoes (Not Advert.)	Commission	96				
Storage Salesmen	Salary	1,400	50,000			
Sweaters	Commission	96				
Ticket Goods	Both	1,400	50,000			
Tire Service	Commission	96				
Underwear	Commission	96				
Wrought Iron Figs	Salary	1,400	50,000			
Watches	Salary	1,400	50,000			

Continued Survey and Study of Modern Sales Management Practices in  
Over 125 Lines of Business

### THIRD SECTION

## The Compensation of Salesmen— Practical Profit-Sharing Plans and Their Application

## Survey of Sales Management Practices

## Special Examination Offer:

This survey is sold on a subscription basis. Five sections have already been issued, and the remaining five sections are being issued at two-week intervals. The subscription price (which includes leatheroid ring binder and complete ten sections with index) is \$5.00 net.

We will send you the five loose-leaf sections so far issued with binder for examination, at the same time sending you memo invoice for \$5.00 and placing your name on the list to receive the remaining sections. If upon examination you decide you do not wish to subscribe to the survey, simply return it and the charge will be CANCELLED without question.

J. C. ASPLEY, President

## THE DARTNELL CORPORATION

Formerly "The Dartnell Sales Service"

"A Clearing House for Sales Experience and Data"

606 So. Dearborn Street, Chicago, Illinois

Every month there is sent him a house organ designed to keep alive his interest. This little magazine is a clearing house for all the service work the firm does. In addition, twice a month he receives selling helps made up with particular reference to the selling problems of that time. At frequent intervals he receives general inspirational matter.

An effort is made constantly to keep before him the fact that notable success and satisfactory profits will come with determined effort, and that these profits are all the more to be desired because to obtain them no investment is necessary.

The work of gingering up the dealer has taken many interesting turns. One of these was an effort to eliminate waste time in the clothing store. Just a few months before Mr. Vehon's death he suggested this as a wartime conservation measure. It will be carried forward by the firm now.

Mr. Vehon's theory in this was when a merchant takes a valuable selling opportunity and neglects it he is guilty of waste just as much as is the man who actually wastes material or resources.

In the average retail clothing store there are some off days devoted largely to waiting for customers. The trade comes in spots on the feast or famine idea. These off days represent absolute waste. It is impossible for the dealer to take his clothing around in a moving van and sell it to customers as he would potatoes. But, according to the Royal Tailors' idea, he can take around his swatch book and solicit business thereby. Thus he will turn waste time into productive time. He will add considerably to his business and profits and at the same time gain some valuable advertising, the cumulative effect of which will yield him dividends for a long time to come.

From the very beginning Mr. Vehon insisted that every promise made to a merchant be kept and that he be backed up by real service. Naturally, if a merchant could not depend absolutely on

getting the right kind of quality and if the delivery of the finished clothes were uncertain, he would be deprived of a strong talking point to use in selling his customers.

In order that 100 per cent dependability might attach to the delivery of the clothes he sold, Mr. Vehon installed a "six-day system" of making the garments. Through the working of this it took just six days—no more, no less—for a suit of clothes to be made after the order was received.

The inauguration of this plan was nearly as much of an innovation as some of the other Vehon ideas. It eliminated favoritism and placed the making of garments, as well as selling them, strictly on a business basis. Under the old dispensation, a man known as an awful kicker might get a suit made in two or three days. Another less belligerent kicker probably would be fixed up in a week. From this the time of making might be extended up to two or three weeks. The tailors had a system of markings showing to which class a customer belonged.

Mr. Vehon was ridiculed when he announced the six-day system. But it made good, and to-day is looked upon as having an important part in the Royal Tailors' success.

The company announces that it will continue the advertising and selling plans originated by Mr. Vehon and which were responsible for his great success. It considers that the long-distance tailoring idea is now thoroughly nationalized. But there is to be no change in the business-getting and business-keeping machinery except as may be made temporarily necessary through war-time exigencies.

Mr. Vehon was born in Poland in 1834.

### Hardwell With Overland Sales Company

O. C. Hardwell, who at one time was assistant advertising manager of the Chalmers Motor Company, Detroit, has become manager of the Overland Sales Company at Galesburg, Ill.

# Canadian Resorts Now Advertising in U.S., but Our Own Are Silent

The Possibilities of the Ban Being Lifted, If a Plan of Apportionment Can Be Fixed

ADVERTISING men have been puzzling recently over the peculiar situation arising out of the fact that the Canadian Pacific Railway has started advertising its resorts throughout the United States right under the nose of local competition, which is under restriction by the Railroad Administration not to advertise its resorts for a year.

While some in railroad circles profess that this fact will make little difference in the attitude of the Railroad Administration towards this class of advertising, others with whom a representative of PRINTERS' INK has talked on the subject seem to think that it will be a matter of very serious consideration before long, and that it is not altogether impossible that the ban against resort advertising might even be lifted.

It is not so much a problem for the railroads themselves, PRINTERS' INK is told, but for the Government, because under present conditions the Government is guaranteeing earnings, and any falling off in earnings affects the Government's revenue. To all intents and purposes the railroads are one great unit, representing a tremendous investment for which the Government is responsible financially.

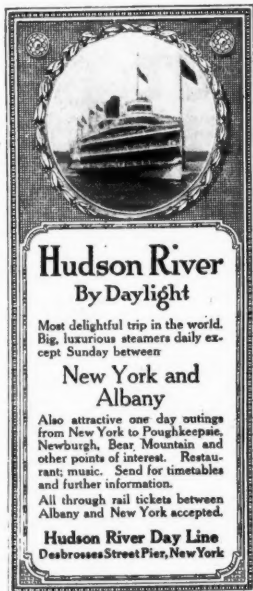
Likewise the various summer resorts served and developed by the railroads and their hitherto heavy advertising investment represent a great amount of capital in which the Government, acting *in loco parentis* for the roads, is likewise interested financially.

So long as resort traffic tends

to interfere with troop movements and the passage of Government freight it would be decidedly against public policy to promote traffic of other than an essential war character. But in the event of unified control straightening out the kinks of train movement to an extent that would permit of a fairly normal amount of holiday traffic, and it is said that the situation in this particular is much improved, it is not at all unlikely that we may see some resort advertising after all.

Indeed, PRINTERS' INK understands that the problem is not so much one of handling such traffic as of apportioning

the advertising for the resorts with fairness to all. Under the situation that makes the railroads one, the handling of such appropriations would come from a central authority, and the administration might lay itself open to complaints of discrimination in favor of this or that section.



**Hudson River**  
**By Daylight**

Most delightful trip in the world.  
Big, luxurious steamers daily except Sunday between

**New York and Albany**

Also attractive one day outings from New York to Poughkeepsie, Newburgh, Bear Mountain and other points of interest. Restaurant, music. Send for timetables and further information.  
All through rail tickets between Albany and New York accepted.

**Hudson River Day Line**  
Desbrosses Street Pier, New York

AMERICAN STEAMSHIP ADVERTISING THAT RELIEVES RAILROADS

For example, a certain popular region may be served directly by two railroads, but it is possible to reach it in a more roundabout way by several other roads. In the past all of these roads have advertised the region as one to be visited over their systems. It would be straightening out such matters, whether to feature the

In the meanwhile such summer excursion companies as do not come under the control of the Railroad Administration are starting their regular summer campaigns. For example, the Hudson River Day Line has begun the advertising of its daily and Sunday trips up the Hudson between New York and Albany.

These boats carry no freight, and are strictly a passenger proposition. As such, an official pointed out to the writer, because they lead directly up into the direct arteries for such sections as the Adirondacks, the Catskills, the Berkshires and the White Mountains, they are in effect a relief to the railroads as passenger carriers.

Again, the company figures that it supplies an opportunity to the millions along its route for some simple and inexpensive recreation in one of the most famous scenic regions of the country, on the theory that some such relaxation is now more necessary than ever.

It is, therefore, continuing its campaign as in former years in car cards, national mediums, newspapers in the Metropolitan district, and through posters and direct literature.

Whether resort advertising that comes within the scope of the Railroad Administration will appear this season, after all, is at present a matter of speculation. But in view of the situation as presented it would not be surprising to some of those interviewed by **PRINTER'S INK** if it should be found good policy for many reasons to lift the ban.

R. E. Keller, vice-president and general manager of the Martin V. Kelley Company, Toledo, Ohio, is to take an extended rest, covering a number of months, for the benefit of his health. It is stated that Mr. Keller is not seriously ill, but will relinquish all work for a period.

The Dill & Collins Company, Philadelphia, has purchased the Martin & W. H. Nixon Paper Company mills, of Manayunk, Pa.



**TROUT**

Big and plentiful waiting for you in Canadian rivers.

**NIPIGON**

North of Lake Superior

**EASY TO REACH**

holds the record (14½ pounds) and yields to the skillful fisherman many a five-pounder. Great trout streams also in New Brunswick and Nova Scotia.

ASK FOR RESORT TOUR No. D-22

M. E. SALOVE, Gen. Agt. Pass. Dept.  
Canadian Pacific Railway  
436 Walnut St., Cincinnati, Ohio.

CANADIAN RESORT ADVERTISING THAT IS  
APPEARING IN THE UNITED STATES

two direct routes only, or the others as well, that would form a problem for an administration with a considerable quantity of problems already on its hands.

Nevertheless, when the summer-land sections of our country see a foreign advertiser bidding openly for their prospects, and when, despite the sobering effects of war, nevertheless there will be thousands who will seek some relief from the unprecedented strain of such a year as the past one to recuperate for the economic battle at home, it won't be surprising if they grow restive. If the dollars are going to be spent, at least let them be spent at home, is their thought.

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# LARGEST DAILY CIRCULATION IN ST. LOUIS

And a Circulation Which, By Reason of *Exceptional* Purchasing Power,  
Is *Extraordinarily* Responsive to Advertising

With ALL St. Louis Newspapers (Evening  
as well as Morning) Selling at 2 cents, the

## Globe-Democrat

CONTINUES TO GIVE ITS ADVERTISERS THE

**Largest 2-Cent Circulation West of the Mississippi**

### *May Circulation Gains:*

Daily Only, Average Circulation - - 167,593

A GAIN of **32,119** Over May, 1917

Sunday Only, Average Circulation, 184,248\*

A GAIN of **6,547\*** Over May, 1917

\*The retail selling price of the Sunday GLOBE-DEMOCRAT, outside of St. Louis and suburbs, was increased on May 1, 1918, from 5 cents to 7 cents.

#### NATIONAL REPRESENTATIVES:

F. ST. J. RICHARDS  
302 Tribune Bldg.  
NEW YORK

GUY S. OSBORN  
1202 Tribune Bldg.,  
CHICAGO

J. R. SCOLARO  
403 Ford Bldg.,  
DETROIT

R. J. BIDWELL  
742 Market St.,  
SAN FRANCISCO

Member of the Audit Bureau of Circulations

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## Looks with Disfavor on National Trade-Mark

American Chamber of Commerce in London, through Paul E. Derrick, Points Out Possible Danger, if Mark Is Used Indiscriminately—Responsible Producers Would Be Injured

AMERICAN business men in London are inclined to view with some anxiety the outcome of the passage of the proposed bill in Congress providing for a national trade-mark. As it was pointed out in PRINTERS' INK last week, supporters of the bill do not claim that any particular quality standards must be maintained for all goods that would be exported under the national trade-mark. They hold that a manufacturer might be licensed to use the mark if he merely assured the Secretary of Commerce that he would make shipment according to the specifications in the order.

Right here lies the danger of the bill, according to the Trade Information Committee of the American Chamber of Commerce in London.

"Responsible American producers," writes Paul E. Derrick, chairman of the committee, in summarizing its attitude, "are considered able to establish the pre-eminence of their products under their own marks of identification, and will be little interested in an 'omnibus' trade-mark maintained by the Government to carry reputable or disreputable goods.

"Makers of unstandardized and dishonest goods would be especially eager to avail themselves of the opportunity thus presented, to betray the confidence of foreign traders and consumers by the use of such common official trade-mark. Such practice would inevitably result in undermining American trade prestige abroad to the serious disadvantage of legitimate export enterprise.

"The American Chamber of Commerce in London has a mem-

bership of over 600, including representatives of most important American concerns engaged in commerce with Great Britain. Its members fear that legislation along the lines of the above bill necessarily carries dangerous possibilities, demanding great caution and elaborate safeguards to protect American export trade interests in European markets. It is the current opinion of members that any common official mark is dangerous to export trade unless it be absolutely restricted to a standardized quality of goods only. Such restriction is believed to be impractical and impossible of efficient application. Further, goods selling to the general public in the British and other commercially developed European markets would in no way be benefited by a displayed mark of foreign origin.

"It is hoped by representatives of American trade interests in Great Britain that any proposed legislation dealing with this important matter will be closely scrutinized by all those seriously interested in the welfare of American export trade, and that hasty action to achieve some immediate object will not be permitted to injure the permanent up-building of American trade interests abroad."

## Chicago Sunday Papers In- crease Price

The Chicago Tribune and the Chicago Herald and Examiner have announced that their Sunday editions will hereafter be sold in Chicago and suburbs for seven cents a copy. Elsewhere the price will be ten cents per copy. The daily edition of these papers will continue selling at two cents. In May, 1917, the price of the daily edition of these papers was increased from one cent to two cents, and the price of the Sunday edition outside of Chicago from five cents to eight cents. The announcement explains that the increase was made necessary through larger transportation charges, advancing costs of print-paper and other raw materials and heavy expenses owing to the large amount of war news.

Richard Ward Snowden has purchased the business of the Edenborough Artists, New York.

# The News Covers Detroit

Such a rich, progressive city thoroughly covered by one paper makes that paper a magnet for advertising because the advertiser gets so much productive coverage at one cost.

The News amongst all American papers was 2nd in 1915, 1st in 1916 and 2nd in 1917 in volume of paid advertising carried.

It vastly exceeds any other Detroit paper in advertising, as it does in circulation. Here are the advertising figures covering the first five months of 1918 in agate lines.

	NEWS Daily and Sunday	NEAREST COMPETITOR	LEAD OF NEWS
Local advertising....	4,532,094	2,013,200*	2,518,894
Foreign advertising..	684,096	641,158*	42,938
Auto advertising....	352,632	341,040	11,592
Classified .....	1,679,454	1,314,292	365,162
Total .....	7,248,276	4,309,690	2,938,586

\*Includes 93,000 lines objectionable medical advertising declined by the News.

## THE ADVERTISER'S OPPORTUNITY —DETROIT AND THE NEWS—

*Always in the Lead*

*Net Paid Circulation Exceeds 217,000 Daily,  
180,000 Sunday*



## Water, Heat and Light

must be as conveniently available to people who produce food on farms as to people who work in stores or offices or factories. Otherwise, the farmer's boys and girls will leave the farm and the cost of food will increase. If modern conveniences do not come to the farm the farm people will go to modern conveniences.

# On 800,000 Farms

served by Successful Farming (mostly in the great food producing heart of the country); there is a potential market for intelligently planned, honestly constructed and properly priced systems for supplying water, heat and light as conveniently as they are supplied in town.

The circumstances are creating the demand. The farmers have the money. Successful Farming offers to advertisers a convenient connection between their product and this demand.

## Successful Farming

**E. T. MEREDITH, Publisher, Des Moines, Iowa**

Member A. B. C.

**T. W. LeQUATTE** F. J. WRIGHT C. M. BEER C. A. BAUMGART  
Adv. Mgr. Ass't. Adv. Mgr. Mdse. Sales Service Retail Ser. Bureau

**CHICAGO OFFICE** **NEW YORK OFFICE**  
J. C. Billingslea, Advertising Bldg. A. H. Billingslea, 1 Madison Ave.

**ST. LOUIS OFFICE**  
A. D. McKinney, Post Dispatch Bldg.

**KANSAS CITY OFFICE** **MINNEAPOLIS OFFICE**  
O. G. Davies, Victor Bldg. R. R. Ring, Palace Bldg.

## ***An OFFSET PAPER with A Reputation to Maintain***

For every grade of paper there is a certain standard—a sheet that combines all the desirable qualities.

### **EQUATOR OFFSET**

has a reputation among offset printers and users of being the standard offset paper—The one sheet giving the best printing results and the greatest production day after day the year 'round. Equator Offset is made as a specialty. Rigid adherence to a certain standard for strength, finish, sizing, color and packing is producing a specialty Offset paper as uniform from every standpoint as is humanly and mechanically possible

*Send for samples and prices*

## **SEAMAN PAPER COMPANY**

Formerly

**BERMINGHAM & SEAMAN CO.**

*Paper Manufacturers*

**CHICAGO**

208 So. LaSalle St.

**NEW YORK**

200 Fifth Avenue

St. Louis Minneapolis Milwaukee Buffalo St. Paul Philadelphia

# What Is Your Biggest Talking Point?

Not Always in the Goods, but What's Behind Them, That Makes Them Speak for Themselves

By Henry A. Beers, Jr.

IT'S in isolating the big talking point that the hitch occurs between so many campaigns that might be, but are not.

Because many a manufacturer with a real story to tell has not been able to see his own proposition in the right perspective, the world is full of goods whose source, whose identity fades out in the mazes of the purchasing agent's office or the jobber's store room.

There are countless manufacturers existing in this "take the cash and let the credit go" twilight zone of commerce, and many of them stay there for lack of just that practical vision to raise themselves above the shoulders of the rest. "But what have we to talk about?" is the self-sentence to oblivion most generally heard from this quarter.

Billings & Spencer Co., of Hartford, Conn., has this year joined the ranks of such concerns as the Pullman Company, the Du Pont Industries, Tiffany, and until recently some of our railroads, which find their greatest talking point, not primarily in the goods or services they have for sale, but the institution behind these commodities. The position in the world of affairs occupied by the sponsor for the goods being sufficiently impressed on the public consciousness, they feel, the merit of the goods is automatically established. Sales follow as a natural corollary.

Such a concern may or may not have a trade-mark. In any case it figures that its biggest trade asset is something less tangible, something far more reaching than an arbitrary symbol. To raise the true position of his house into proper relief in the public mind is the plan of sales attack the in-

stitutional advertiser chooses for himself. The house's record and real place in the sun, he feels, is his own best trade asset.

The Billings & Spencer Co. makes hand tools, drop forgings, drop hammers and machinists' tools. It was the first commercial drop forging establishment in the country. That is, it was the first to make drop forgings for other manufacturers according to their patterns and specifications.

## ANYTHING HERE TO ADVERTISE?

To-day its business is divided roughly into these three main divisions—the manufacture of small wrenches, screw drivers, pliers, etc.; rough forgings, drop hammers, and the like. Paradoxically, it makes for sale to others machinery to put itself out of business.

The great bulk of its sales is on its rough forgings and machinery. This straight off would seem to put it in a class with those having "nothing to advertise." By that I mean, something to advertise to the general public. Billings & Spencer have been advertising for years in the iron and machinery, hardware and plumbing papers.

To be sure it had its small, quality hand tools, a part of the business in which the house heads take great pride. These tools have a popular appeal, and would seem to form an obvious point of public contact. In fact, the company did advertise them to the public last year.

But when we consider that these tools form but a relatively small proportion of the company's output, it seemed to be a case of trying to force the tail to wag the body. Then why advertise generally at all?

Some such a poser might have bothered Hyatt or New Departure, Fabrikoid and others we might mention, a generation ago.

The position of this company's products is equally analogous. There are a thousand and one items of commercial manufacture the metal parts of which emanate from its shops. The butt of a rifle, the links in an anchor chain, a tractor crankshaft, parts of

ing process. The forging merges its identity thenceforth with the assembled product.

Therefore, in looking at its proposition from a promotional standpoint the company this year came to figure that it was not selling this individual hand tool or a miscellany of rough forgings made from Jones & Jones' patterns, but the organization built through a series of years of development and

improvement until in the multiplicity of its service it has worked itself into the very fabric of our national industrial life and expansion.

Again, studying its proposition from a sales angle; its products and their outlets are too many, too varied, going into a hundred different industries, to single out any one or group for exploitation, at the expense of the rest. Some way was felt necessary for selling the whole *en bloc*, and the best and most economical way to do this, it decided was to sell the house as a producer.

Moreover, its market for its major products is continually changing. I have pointed out that it not only makes forging to specifications for other manufacturers, but it sells the machinery for such manu-

facturers to make their own forging when they grow big enough. Thus, it tends to compete with itself.

And the market for the rough forgings is never quiescent. It is a constant but kaleidoscopic quantity in the continual appearance of new manufacturers on the scene. Tom Jones, mechanic, and Jack Brown, salesman, out in Minnesota may decide that a patent of Jones's is their cue to build a

**Bridging the Atlantic for Victory!**

THAT easily procured of great ships, steadily chafing of the ways and bearing one nation to victory, to the American Nation again rising to its emergency.

And because their burden is so precious and their mission so great, there can be no other ships so pure which may fail in the hour of need.

That is why on the ponderous links of great anchor chains—on thousands of vital steel forgings that hold firm in their keeping—stands the Triangle B of Billings and Spencer.

That mark says "Rely on Me. I am made as well as I can be made. I shall not fail!"

All through the long years since C. E. Billings in 1861 forged the pin of the Black Horse Cavalry and helped save the Union, Triangle B has meant "Rely on Me!"

It stands on a thousand great drop hammers beating like thunder pulses of industry all over the nation, producing out forgings by millions for the Victory Fleet.

For over half a century Billings and Spencer has been building towards the work it is now so proudly doing—for victory.

**The Billings & Spencer Co.**  
Hartford, Conn.  
Hand Tools • Forgings • Drop Hammers

CURRENT COPY EMPHASIZES THE TRADE-MARK IN CONNECTION WITH PARTICULAR INDUSTRIES

tools put out and sold by other manufacturers over their own trade-marks, an automobile brake pedal—countless items that the average consumer never thinks about, but accepts as a matter of course in goods he buys without questioning the source.

On every piece of rough forging that leaves the company's plants its Triangle B trade-mark is impressed, only in most cases to be machined off in the finish-

business of their own, and local capital backs them in the enterprise. They are content in the teething period of their infant industry to have their rough parts made for them. Perhaps, some day, they will grow to a point where they'll find it feasible to make their own forgings. In either case they are Billings & Spencer prospects—and Billings & Spencer figure that it is best to anticipate their appearance on the scene.

Then, of course, there are established industries always in the market for their products, with some of which they have grown up. And we must not lose sight of the sudden rise of such industries as the great shipbuilding expansion that creates instantly a vast market for mechanical forgings and forging machinery. That these upstarts cannot always be anticipated is but another link in the company's chain of preparedness through publicity.

It was just these considerations that prompted it more than a year ago, in addition to its trade and technical advertising, to take up general publicity advertising in popular mediums. It reasoned that in the trade it is known; it is with the great general public which otherwise would have no knowledge of its part in their daily life that it wants to become better known.

It wants this public to know, whether the individual beholder of its advertising is a definite and direct prospect or not, as a matter of record just what the Triangle B trade-mark stands for in relation to our national and industrial life. So far as that goes, so penetrating has been the scope of

its products for various items of manufacture, that the general public is at sometime or other at least indirectly a company prospect.

And in the eyes of this public it seeks through its popular advertising to lift itself out of the ranks of that submerged fraction of whatever size whose products have no personal equation, to the position it feels its record has entitled it, in the ranks of national institutions.



Charles Edgar Billings

## It Started With the Black Horse Cavalry

IN 1861, Charles Edgar Billings, a young man of exceptional ability, as the result of a short time in the service of the U. S. Army, was transferred to Hartford, Conn., to the service of the U. S. Army. He was assigned to the position of Chief Engineer of the Hartford Arsenal. He was a young man of exceptional ability, as the result of a short time in the service of the U. S. Army, was transferred to Hartford, Conn., to the service of the U. S. Army. He was assigned to the position of Chief Engineer of the Hartford Arsenal.

From the United States he went to a small town at Hartford, Conn., the present Billings & Spencer Company building. In 1861, the company was founded in Hartford. In 1877, the company was changed to the Billings & Spencer Company.



**B**ILLINGS & SPENCER Drop Forgings have found their way into most of the industries of the world where Drop Forgings of indisputable standard have played, and are playing, a conspicuous part.

Era after era of machine, machinery, and industries—the success of which depended in great measure on the initial and sustained quality of the Drop Forgings employed—has presented its problems for faithful and complete solution by Billings & Spencer products.

Today, Billings & Spencer Drop Forgings, by reason of their excellent, unsurpassed standard, are in service on sea and land, over and under the waters, and from coast

to coast—integral parts of great machines, great industries, great achievements, to which they contribute their strength, perfection, and stamina in the maintenance of continued, enduring service.

And the Triangle B Trade-mark of this Company also has come to be known throughout the civilized world as the symbol of Drop Forgings and Tool supremacy. It testifies the high quality of the products of the Billings & Spencer Company, whether they be small tools, dies, rough Drop Forgings, completely or partly finished or polished or plated forgings, a trimming press, trimmer miller, hot saw, a hand drop hammer of 400 pounds falling weight or one of 3,000 pounds falling weight.

THE Billings & Spencer plant at Hartford covers approximately nine acres, 255,000 square feet devoted exclusively to the manufacture of Drop Forgings, Machine Tools, and Drop Hammers. It is the most completely equipped plant of its kind in the United States and has a capacity of over one million Drop Forgings a month.

**THE BILLINGS  
& SPENCER CO.   
HARTFORD, CONN. U.S.A.**



THE ADVERTISEMENT THAT STARTED THE CAMPAIGN

This year it made its shift, translating pictorially and textually its story into terms of national service and industrial prestige. It is running full page advertisements, one a month in each of three weekly magazines of wide circulation, in addition to a large space campaign of trade copy in plumbing, hardware, machinery, export, automobile and oil trade papers.

How the opening gun of this campaign came to be developed

makes an interesting point in showing the process of focussing a campaign to play up the big idea—in isolating the big talking point.

In reviewing the concern's history it came up that Charles Ethan Billings, founder of the house, originally worked for the Colt Patent Fire Arms Company, in Hartford. Later he moved to Ilion, N. Y., to work for E. Remington & Co. Then he started a small shop for making drop forgings at Amherst, Mass., and while here he made some forgings for pistols used by the Black Horse Cavalry, a crack mounted regiment in the Civil War, recruited from upper New York State and western New England.

This incident was seized on by the copy man as a pat entering wedge to demonstrate the institutional character of the company—to bridge the span of years between the start of the house and the present position it occupies in national industry.

So this little sketch of early biography was embodied in a page advertisement to act as a starter for the campaign now running. "It started with the Black Horse Cavalry" is the caption to this page, which appeared last February. The opening paragraph tells the little story outlined above, while the rest of the text goes on to tell of the expansion of the company's activities in the industrial field to-day.

To give a touch of synchronism to the copy, in the upper left hand corner was placed a daguerrotype of C. E. Billings when a young man, while across the page below dashes a stream of cavalry in silhouette, with pennons flying.

The copy now running takes up one particular industry at a time, playing up in a large way the triangular trade-mark with a big illustration immediately suggestive of that business, with text talking on the part this concern has played and is playing, not only in that field, but in the world of industry at large.

For example there was the recent page of a shipyard scene, with a vessel on the ways, headed

"Bridging the Atlantic for Victory." The text is illustrative of purely institutional advertising, and representative of the rest of the advertising.

It does not lug in the war by the ears. It is simply in line with the company's new advertising policy. In peace it had been building for peace—a structure in the national fabric that the war found prepared for emergency demands. The public has an interest in the fact, and the company deems it good business to let the public know. The point the company aims to make in its whole campaign is perhaps best summed up in this paragraph from another advertisement:

"The Billings & Spencer attainment of hitherto unknown accuracy and strength in steel forgings has made possible many a great industry which must otherwise have remained only an inventor's dream."

There are two major appeals in this statement—one sales, and the other sentimental. And these two run throughout the campaign.

It would be idle to believe that this advertising is run solely as a matter of record. It is in placing the facts of its record before the public that the company feels that it plays its big sales trump. The consumer may not immediately start looking for the Triangle B on goods he buys. It may not be there. Perhaps it will be later; that is for the future. If it is, it may be hard to find. But at least, when he does hear it, or see it, the house is taking care that he is going to know what it means. And in the imparting of this knowledge Billings & Spencer feel that it has isolated its big talking point.

### Dobie Advanced on "Motion Picture Magazine"

Duncan A. Dobie, Jr., has been promoted to the position of advertising manager of the *Motion Picture Magazine & Classic*, Brooklyn. He succeeds Frank G. Barry, who has resigned.

Frank M. Eldredge has been placed in charge of publicity for the Security Auto Theft Signal Sales Company in the States of Michigan, Ohio and Indiana.



## To Prevent a Misinterpretation



IN Printers' Ink of June 13, Good Housekeeping announced that in volume of school advertising, it stood first in the woman's field. What was intended was to indicate the absolutely unqualified leadership of Good Housekeeping in the general, woman's field, which includes those monthly publications of national circulation.

*The advertisement referred to was one of a series in color*

# 63,411 Net Paid Daily

Was the Circulation of

## The Des Moines Capital

for the month of May

This is an increase over May, 1917, of 26%. This is the largest figure ever attained in the history of the Capital,—a larger circulation than that of any other evening newspaper in the state of Iowa by more than 10,000 copies daily.

The Capital's growth has been due to its newspaper qualities,—the dependable Associated Press, the great Chicago Daily News cable service, the Frank Simonds war comments, the editorial page of Lafayette Young, Sr., the editorials of Dr. Frank Crane, Addington Bruce, Theodore Roosevelt, and former President William Howard Taft.

The Des Moines Capital has gained in circulation, and gained in advertising every month this year, and from every standpoint is more dominant in its field than at any time in its history.

Any advertiser can use the Des Moines Capital exclusively, and thoroughly cover the Des Moines and Central Iowa field. Shredded Wheat Company,

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Ladies' Home Journal, A. Stein & Co., Baker Importing Company, F. F. Dalley Company, Corn Products Company, Sheboygan Mineral Water Company, Popular Science Monthly, Penn Rivet Corporation, and recently the Columbia Phonograph Company, are examples of big national advertisers who, during the first five months of this year have used only the Des Moines Capital.

The Capital is famous for its ideals and business standards, has a national reputation for the class of co-operation it extends to advertisers, and the interest it takes in their success.

Des Moines is the home of Camp Dodge,—one of the largest army cantonments in America.

The present population of Des Moines, including the cantonment, is approximately 175,000.

Des Moines and Iowa are prosperous beyond any other time in the history of the state. If you want to increase your business in the most stable market in America, pick out Des Moines and use the Des Moines Capital.

## **The Des Moines Capital**

LAFAYETTE YOUNG, Publisher

O'Mara and Ormsbee—New York and Chicago, Representatives

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**P**HOEBE SNOW—  
Everyone knows her;  
everyone associates her  
with the cleanliness, comfort  
and safety of the "Road of  
Anthracite."

Our organization, which  
sponsored Miss Phoebe from  
the start of her career, is at  
the service of a few more  
advertisers in non-compet-  
ing lines.

**WENDELL P. COLTON CO.**

Advertising and Sales Plans  
165 Broadway, New York

# Colton

# Danger to Trade-Marks in Great Britain

Advertising of Years Would Be Immediately Nullified

From the *Consultant*, London, Eng.

THE foundation of business in guaranteed products is the security of trade-marks. Take away the protection thus afforded to manufacturer and consumer, and you throw the entire public on the mercy of the shopkeeping class. Safeguard trade-marks, and you make it commercially worth while for producers to keep the quality of goods up to the highest point. You enable them to disregard all temptation to lower the standard of the people's food, the people's clothes, the people's boots, blankets, beverages, bedsteads, when some rise in the cost of raw material offers the alternative of sacrificing profit or getting the difference out of the factory cost.

The more you encourage the efficient use of trade-marks, the better the public will be served.

These principles seem trite to most people: but not to the Board of Trade. On the 19th of November, 1917, the House of Commons ordered to be printed, on the motion of Sir Albert Stanley, President of the Board of Trade, supported by Mr. Wardle, Dr. Addison, Sir Arthur Steel-Maitland and the Solicitor-General, a Bill to amend the Trade-Marks Act of 1905. And the feature of this Bill which has attracted the most venomous and widespread attention is a provision to penalize the most efficient trade-mark owners by taking their trade-marks away altogether—for all practical purposes.

It is difficult to imagine why the Board of Trade, which is really at the back of this Bill, makes so wanton an attack on property. It should have been perfectly obvious that the measure would have reactions in friendly nations abroad: numerous trade-marks on our register

are owned in America, for instance.

From the nature of the proposals it seems possible that certain artificial monopolies of German origin are aimed at. A German chemical company makes a coal-tar drug with a scientific name consisting of forty-five letters and three or four hyphens, and registers a trade-mark for it consisting of a short, fancy name looking to the unchemical mind like a scientific term. Doctors prescribe by this name, and people come to think that name the real equivalent of the drug. So if a British manufacturer produced exactly the same substance the public wouldn't touch it. The law of trade-marks does not contemplate the creation of a monopoly, having the nature of a patent, in this way.

## WOULD RETARD ENTERPRISE

The Bill before Parliament would put a stop to such proceedings. But it is so clumsily drafted that it would also destroy the main value of perfectly innocent and legitimate trade-mark names, whose owners have conducted their business with a degree of efficiency which has made these names common and familiar. If a trade-mark word is generally used by the public as the name or general description of any article or type of article, and not merely the special article or type of article dealt in by the owner of the trade-mark, the name, according to this Bill, could be removed from the register of trade-marks altogether, or put into a new class of trade-marks. Such mark would then not be protected against anyone who used it if he could show that his use was not calculated to make the purchaser believe the goods to be those of the owner of the mark. If "Sunlight Soap"

were put into this class, for instance, there would apparently be nothing to prevent anyone from selling laundry soap labelled

SUNLIGHT SOAP  
(not made by Lever Bros.)

It is not surprising that everyone interested in trade-mark business is up in arms against such a proposal. Mr. John Morgan Richards, in writing to the *Daily News*, characterized the Bill as "A monstrous act of injustice."

"Having had fifty years' experience in this country and ten years in the United States," wrote Mr. Morgan Richards, "I have had an opportunity of learning of what vital importance is the exclusive right in 'word trade-marks,' their enormous value having been attained after great expenditure of money and personal effort of every kind."

He quoted a judicial decision which was given against a proprietor of a trade-mark because the word had not been used alone, the contention being that if an article is described as "Jones' Sozodont" Smith can issue an imitation and call it "Smith's Sozodont."

"I challenge the advocates of the Bill denying protection to single word names," Mr. Morgan Richards added, "to state one case in which the smallest injustice or unfairness arises."

Mr. Paul E. Derrick has energetically protested against the Bill. Mr. J. E. Evans-Jackson, whose authority on trade-marks is second to none, has kindly sent me a statement of the case against the controverted parts of it. *Daily Chronicle* published an able article against it. The London Chamber of Commerce has organized a great mass of business opinion against the proposals. Numerous Members of Parliament are actively preparing opposition.

The House of Commons, even in its present enslaved and torpid condition, is not likely to allow so dangerous and obstructive a measure to creep into the statute

book. It is quite safe to say that the Bill will be killed, or amended in a drastic manner. But the agitation against it must be kept alive until the danger is over. It is a danger not to trademark owners alone, but, for reasons given at the beginning of this article, to the public as well. When we ask for a Kodak we want an Eastman camera, even if we do pronounce Kodak with a lower-case k. There may be petroleum jellies as good as Vaseline; but we know what Vaseline is, and we don't know the others. If we have incautiously allowed ourselves to slip into the way of regarding the word "Vaseline" as synonymous with whatever is camouflaged in the doctor's prescription as *petroleum molle*, we are not the less interested in getting the petroleum jelly with a guarantee behind it. On all grounds, therefore, this Bill must not pass.

### Preparing to Advertise Y. M. C. A. Drive

Bruce Barton, editor of *Every Week*, which ceases publication with the current issue, has been appointed chairman of the publicity committee of the National War Work Council of the Y. M. C. A. for the \$100,000,000 drive next fall.

Kenneth M. Goode, whose services have been loaned by the International Magazines Company, has been made secretary, and has already taken active charge of publicity plans. Headquarters will be established in New York.

Roy S. Durstine, of Berrien-Durstine, Inc., New York, is leaving for France at once to gather material for the magazine and newspaper advertising at the time of the campaign. He will return about August 1.

At a meeting of the Division of Advertising of the Committee on Public Information, held last week, Dr. John R. Mott, general secretary of the National War Work Council of the Y. M. C. A., told of the work his organization is doing in Europe. Any man in the United States, he said, regardless of race or religion, would gladly mortgage his house and lot and donate the money to the forthcoming \$100,000,000 drive of the Y. M. C. A., if he could see what that organization is doing at the fighting fronts in Europe.

W. C. DeBow has resigned from the advertising department of the *American Boy*, Detroit, to take effect July 1.

# Urge Regular Rates for Government Advertising

Canadian Advertising Agents Want Such Matter Placed on Commercial Basis—Other Features of Canadian Press Association Meeting

ONE of the outstanding features of the sixtieth annual convention of the Canadian Press Association, Inc., which was held in Toronto on June 13 and 14, was the frank fraternizing of publishers with the agency men, in an endeavor to bring about more cordial and effective co-operation with the recognized advertising agencies in the promotion of press advertising. The Canadian Association of Advertising Agents was officially invited to participate in conferences with the various sections of the Canadian Press Association during the convention in order that the misunderstandings of the past might be corrected and ways and means discussed for the promotion of more press advertising. The C. A. A. A. was represented by E. Desbarats, Desbarats Advertising Agency Limited; J. E. McConnell, McConnell & Fergusson; W. B. Somerset, A. McKim, Limited; J. P. Patterson, Norris-Patterson, Limited, and A. J. Denne, Smith, Denne & Moore, Limited.

Mr. Desbarats was spokesman and reviewed the evolution of the advertising agency and outlined its present status. The agency men were asked for candid opinions on the best way to promote their community of interest—newspaper advertising. To make a long report short, the outcome was the appointing of committees to go further into the proposals. It is quite probable that a co-operative campaign will eventuate.

Government advertising was the subject of considerable discussion, most of which was focused on two points in connection therewith: namely, the resolution passed at the 1917 convention, which requested the Government to remunerate the advertising agencies for their work when Government advertising was placed through

the agencies instead of direct with the publishers; and, secondly, the practice of certain publishers in charging unreasonable rates on Government advertising against which the King's Printer adopted the counter practice of giving these publications business but paying for it at an arbitrary rate based on circulation where no regular rates were quoted by publishers or where the rate was considered discriminatory or excessive.

The resolution, passed in June, 1917, requesting the Government to reimburse the agencies for their services when such services were requisitioned, was rescinded. This action simply places the Association in the same position it held prior to June, 1917, wherein the matter of paying agency commissions on Government or any other form of advertising was a matter for individual action.

## TO GET GOVERNMENT ADVERTISING ON COMMERCIAL BASIS

The Association went on record as being opposed to the principle of "bulked" Government advertising by passing a resolution to the effect that all commercial and propaganda advertising of the various Governments be treated on a strictly commercial basis, each department being treated as a separate entity and entitled to rates earned by the space used by that department only. Another resolution was passed unanimously recommending to the King's Printer the immediate discontinuance of all advertising in publications where discriminatory or excessive rates were being charged the Government, or in those publications where regular rates were not quoted; and that instead of placing advertising in these offending publications upon the basis of an arbitrary rate according to cir-



culution, all Government commercial and propaganda advertising be withheld from these publications until these practices are discontinued. In other words, the King's Printer is asked to do as any commercial advertiser would do in like circumstances. The C. P. A. went on record as being strongly opposed to such unfair practices. The Government will be requested to make compulsory the publication of all statutory advertisements affecting the general public in the press of the localities affected thereby instead of in the official gazettes.

The minimum requirements necessary for the recognition of advertising agencies were revised, making them more restrictive, as it is the belief of the C. P. A. that all concerned will be more benefited by a limited number of strong agencies than by a greater number of smaller agencies. The new minimum requirements follow:

(a) That the principal or principals of the agency shall be men of good business character.

(b) That the principal or principals of the agency shall have such experience in advertising as is likely to insure good service to the agency's clients.

(c) That the principal or principals shall not be the paid employee or employees of any advertiser or publisher.

(d) That the agency shall maintain an adequately equipped office for the sole purpose of conducting an advertising agency business, and shall not have any connection or affiliation with any other business either in its principals or employees.

(e) That the agency shall have at least three general advertising accounts (exclusive of real estate and other accounts of a speculative nature), each running in three or more Canadian cities and each with a definite appropriation of at least \$1,000 a year.

(f) That, as evidence of the agency's promotion work, at least one of the three accounts referred to above shall have been created by the agency.

(g) That the agency shall have financial resources in proportion to the amount of business it is placing and sufficient to enable it to pay publishers promptly, the minimum surplus to be \$10,000; provided only that in cases where the surplus is below that figure the Advertising Committee may accept bonds of responsible parties for the difference between the actual surplus and that figure.

(h) That the agency shall commence, immediately after recognition is granted, to use the C. P. A. Standard Form of Contract in placing business with publishers.

It should be noted that the above are "minimum" requirements only. It is not intended that every applicant for recognition who can comply with the minimum requirements for recognition should necessarily be given recognition. Each case should be considered on its own merits and with regard to the question as to whether the granting of recognition would strengthen the general promotional work on behalf of the membership.

W. J. Taylor, of the Woodstock *Sentinel-Review*, was elected president.

### Wales Agency Adds to Staff

Merrill B. Sands has joined the Wales Advertising Company, New York, as an account executive. He has been president of the Architectural Review Company, New York, and was formerly associated with Frank Seaman, Inc., and the Frank Presbrey Company, both of New York, and with the Charles H. Fuller Company, Chicago, as manager of its Minneapolis office.

Lewis B. Kaufman, formerly advertising manager of L. K. Comstock Co., Inc., contracting electrical engineers, New York, has joined the Wales organization as copy chief. Philip A. Cutler has left the M. P. Gould Company, New York, to fill the position in the Wales service department left vacant by the departure of Charles Proner, now in the U. S. radio training corps.

### To Represent "Woman's World"

C. H. Bristol, until recently advertising manager of the Triangle Film Corporation, is now representing *Woman's World* in New York City, Philadelphia and the South. He was formerly connected with the Electric Storage Battery Company, of Philadelphia, as assistant to the advertising manager.

### Smith Motor Truck in Canada

The Baker Advertising Agency, Limited, Toronto, has secured the account of the Smith Motor Truck Corporation and is placing big space advertisements in a selected list of Canadian publications.

### Joins "Scientific American" in the West

Roland Crane, formerly with the Alexander Hamilton Institute, New York, and the Chicago *Tribune*, has joined the Western staff of the *Scientific American*, New York.

## Put Flexlume Cheerfulness Above Your Store Front



A Flexlume Oplex sign will beam like a cheerful smile of friendliness from you to the people on the street. There is nothing stiff or formal about it, it just reflects the personality of your business.

Some of the largest organizations of the country have standardized on Flexlume Oplex signs—The Western Union Telegraph Co., United Cigar Stores, the Piggly Wiggly stores and many others. They chose Flexlume Oplex signs because—

They are the best means of connecting your national advertising with the dealers' locations. Their raised, snow-white glass letters of unbroken outline give them greatest reading distance. They are day signs as well as night signs.

Trademarks and tradenames can be perfectly reproduced in the raised Oplex glass characters. They are the best value at any price.

You need Flexlume signs for your own front or to tie your publicity campaign to the dealers' locations by electric advertising.

*Shall we send you the Flexlume Book, "Twenty-Four Hours a Day" which tells how it can be done?*

**The Flexlume Sign Co.,** ELECTRICAL ADVERTISING  
1438-1440 Niagara St., Buffalo, N. Y.

Pacific Coast Distributors:  
Electric Products Corporation  
941 W. 18th St., Los Angeles, Cal.

Canadian Distributors:  
The Flexlume Sign Co., Ltd.  
St. Catharines, Ont.



# The VOICE

The articulated utterance of the convention of the Advertising Clubs of the World in San Francisco, July 7-11, will be VICTORY.

Inspirational? Of course. It must be so. Practical? Equally so—for the masters of modern business do not dream when they tackle the stern realities and problems of a world fighting for guarantees of safety and liberty.

In a sense, the Government has commandeered this convention. It is not only back of it but a part of it. Its deliberations and determinations will have but one purpose—what to do in business and advertising to win the war.

England will be there. So will France. And Belgium, Canada, Italy, China and Japan—all officially represented to add their strength to the allied voice of Victory.

History in the making? Inspiration and Direction? Surely—in whelming abundance. And over all will hover the spirit of that great dynamically economic force, ADVERTISING.





# *of* VICTORY

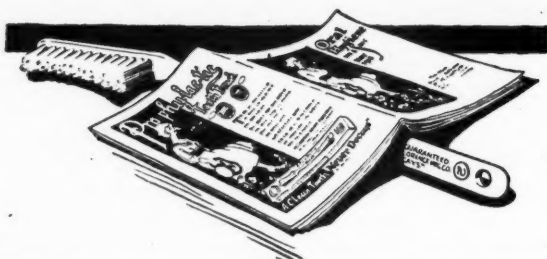
These are some of the men who will take active part in the convention. The business and patriotic messages they will deliver will carry a national and international importance:

Hon. Franklin K. Lane, Secretary of the Interior; George Creel, Chairman United States Committee on Public Information; Gerritt Fort, of the United States Railway Administration; Dr. Ray Lyman Wilbur, President Leland Stanford University; Chas. M. Schwab, President United States Emergency Fleet Corporation, United States Shipping Board; Bainbridge Colby, of the United States Emergency Fleet Corporation; Truman A. DeWeese, Advertising Manager of the Shredded Wheat Co.; Charles R. Macauley, Cartoonist; E. C. Tibbetts, Advertising Manager Goodrich Rubber Co.; Hon. William D. Stephens, Governor of California; and James Rolph, Mayor of San Francisco.

Will you be there? Say yes—and come! Show yourself in this great governmental and economic crisis as a man who believes in his profession and what it is capable of accomplishing. It is **YOUR** greatest opportunity. Write or wire for hotel reservations and any other information desired.

Convention Board  
San Francisco Advertising Club  
Palace Hotel, San Francisco





## ORAL HYGIENE *and a famous Tooth Brush*

THE makers of the Prophylactic Tooth Brush use ORAL HYGIENE to keep in touch with the dental profession.

THEIR three-color advertisement has appeared upon the back cover every month for several years.

THE Prophylactic folks rely upon ORAL HYGIENE because they have found the magazine to be a result-getter.

WHICH is all any advertising medium needs to be.

ORAL HYGIENE gets results for people who have something to say to dentists because it reaches every member of the profession every month, and is read and respected and liked.

### ORAL HYGIENE

CIRCULATION—More than 45,000 monthly.

COVERS every member of the dental profession.

PUBLISHED for a syndicate of 36 of the principal dealers in dental supplies.

SUBSCRIPTIONS are paid by these dealers. Each covers his entire territory. No two territories overlap. There are no gaps. Every English-speaking dentist whose name and address can be secured receives ORAL HYGIENE every month. All copies are mailed direct to readers from Pittsburgh.

EDITION published for each territory carries local dealer's name as publisher. The first four advertising pages are his to use for his own local advertising or to donate to local dental societies.

SIZE—Identical with PRINTERS' INK.

RATES—On application.

## ORAL HYGIENE

*"The Printers' Ink of the Dental Profession"*

PITTSBURGH, U.S.A.

W. LINFORD SMITH  
PUBLISHER

MERWIN B. MASSOL  
BUSINESS MANAGER

# Mennen's Compromise Plan for Raising Price

New Size Can Gives Consumer More for Her Money—Increases Retailer's Gross, While Protecting His Profit

THE House of Mennen, under spur of war conditions, has found a way, not only to avoid increasing the cost of talcum to the consumer, but to solve different trade problems of long standing. Some forty years ago, Gerhard Mennen invented the process of combining talc with boracic acid to make a dusting powder that would take the place of cornstarch, rice flour or Fuller's Earth.

This talcum was put up in a can containing about three and a half ounces which originally sold for twenty-five cents.

The history of Mennen's Talcum has been like that of most pioneer products. It entered a virgin field. Consumers had to be taught, jobbers interested, dealers stocked—all from a standing start. In this pioneer work it isn't unusually possible to consider all of the niceties of sound business strategy. Anyone who would consent to take on talcum at the start didn't find that his relations with Mr. Mennen were sharply defined regarding price maintenance or resale prices, or such.

Talcum soon became a huge success which of course attracted an army of competitors. There are to-day 495 competing brands of talcum selling anywhere from seventy-five cents an ounce for expensively perfumed talcs with French names, to pound cartons at ten cents per.

Mennen's was of course the recognized leader because of its advertising and head start, and, like all leaders, became the target of every price cutter in the United States. Two methods are always possible for the price cutter: he can give the impression of a bargain sale by selling at absurdly low prices a few articles of established reputation; or he can create a temporary market for unknown

## More Talcum for the Money in the New Large Size, Economical Can



We have beaten the high costs of war.

All ingredients in Talcum cost more—much more—than before the war.

The cost of empty cans is awful. Labor costs more.

At first we did the obvious—raised the price to dealers. Then we began to search for a way to offset high prices and to give you as much or more talcum for your money than you received before the war.

We found that one large, empty can cost considerably less than two small cans of the old size; that it didn't cost any more for labor to fill a large can than a small one.

So Mennen's Talcum was packed in a new, large-size, economical can which contains more Talcum in proportion to its price than the old, small can.

To here, at last, is one household necessity that can actually be purchased more advantageously than before the war.

The Druggist handles it as well as you. He makes the same profit on one sale that he formerly made on two. He has the satisfaction of giving you more Talcum for your money.

Mennen's Talcum—all with the original borated formula which has never been bettered—includes a variety to satisfy every need. Borated, Vaseline, Fresh Tint and Cream Tint, each charmingly perfumed; and the new Talcum for Men, which is second in cost and delightful after shaving. Send 5 cents for a sample can of any size brand or 25 cents for any five.

CHAS. F. MENNEN COMPANY, CO.

Laboratory: 41 Orange Street, Newark, N. J.

General Office: Newark, N. J.

Sole Agents in Canada: Havel & Sons & Co., Ltd., Toronto, Ont.

# MENNEN'S

ADVERTISING TO ANNOUNCE THE NEW SIZED CAN TO TALCUM USERS

goods by putting a very high price on standard goods.

Mennen's was peculiarly exposed to both these extremes of merchandising because no provision against price cutting had been possible in the early pioneer days of talcum market develop-

ment. As a result, Mennen's Talcum sold anywhere from five cents to twenty-five cents, and there seemed to be no way to control the situation.

This eventually offered an opportunity for the more discerning of his competitors to come into the field with a can the same size, strike an average between the extremes of price at which Mennen's was selling, guarantee a margin of profit to everybody, and control the price. They readily convinced many jobbers and retailers that at a fixed retail price of fifteen cents it was to their advantage to take the new brands and push them, rather than to risk the extremes at which Mennen's was selling.

In this way the fifteen-cent price for the same size can as Mennen's original quarter size came to be practically standard. This helped to stabilize matters to some extent for Mennen's as well as the others.

This condition continued for a period of years, during which period costs of manufacture and selling began slowly but steadily to mount. Not only did overhead increase for the manufacturer, but it increased all along the line—for the jobber and retailer as well. It began to appear that the fifteen-cent retail price was unsound.

The war intensified this situation by tremendously increasing the costs of cans, labor and material. Nevertheless many manufacturers still persisted in putting out the standard size to sell for fifteen cents, until it is said that many of them are actually losing money on every can they sell.

It might be feasible for some manufacturers with an extensive line of other articles and a comparatively small output of talcum to do this and charge the loss to advertising, making up the difference somewhere else. But the situation was more serious with Mennen. Talcum powder is this company's big specialty and it markets a high percentage of all the talcum that is sold. Talcum was its original and is now its main product. It has no war by-

products to absorb possible temporary losses due to war conditions. It relies principally on talcum to make its money.

After two years of war it was compelled to raise the price on its so-called fifteen-cent package. At the same time its average margin of profit came down, until it is considerably lower than the net profit that the normal manufacturing concern figures as a margin of safety. It decided that its only salvation lay in volume of turnover, built on further educational advertising.

About six months ago the Mennen package continued the same size as its chief competitors, but was costing from two to five cents more. Some of the competitors put up their prices, also; but others didn't, being apparently willing to take the gaff for a little while longer.

So far as the consumer was concerned, she was reasonably sure to buy Mennen's, but she might tend to feel that there was something unfair in the increased price; that either the manufacturer or the dealer was profiteering.

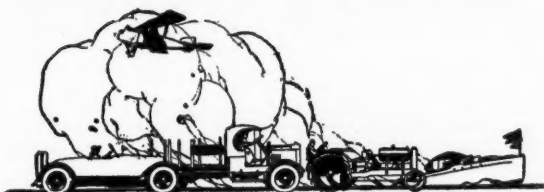
#### A PROFITABLE CHANGE ALL AROUND

The problem resolved itself into this proposition: how to reduce expenses and yet give the public more for its money, and maintain the standard of quality. This is the course that the company has taken.

It is early in the new campaign that followed this revolution, but public reaction as reflected through the dealer seems to show that it is going over.

The consumer buys talc, but she also buys the tin that contains it, and makes it easier to handle. So far as she is concerned, she might just as well have a larger tin as a small one. The company figured that it costs just about as much to fill a small tin as a large one. It also found that the same is true to some extent in manufacturing cans; that is, they get a large can for much less than the cost of the two small cans. Then instead of having the cost of two cans





## *From Zero to One Billion Dollars in a Quarter of a Century*

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**MOTOR AGE**

**MOTOR  
WORLD**

**AUTOMOTIVE  
INDUSTRIES**

**EL  
AUTOMÓVIL  
AMERICANO**

**COMMERCIAL  
VEHICLE**

**MOTOR BOAT**

**TRANSFER  
& STORAGE**

**TIRE  
RATE BOOK**

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This is the history of the automobile industry—the industry which is the parent of the airplane, the truck, the tractor and the motor boat.

Since 1895 (the date of the first issue of the Horseless Age, now merged with Automotive Industries, Motor World and Motor Age) this remarkable growth has been mirrored faithfully and its lessons drawn lucidly in the pages of the Class Journal Publications. These publications are now serving every branch of the automotive field.

Like the industry it serves the Class Journal Company has grown in size and influence solely by rendering a maximum service.

**THE CLASS JOURNAL CO.**  
U. P. C. Bldg. - New York City  
MALLERS BUILDING, CHICAGO, ILL.

*The Class Journal*  
**PUBLICATIONS**

charged against approximately the same bulk of talc, they would only have one.

Figuring so closely as this the Mennen Company worked out a plan that is now in operation. It is selling to the public for twenty-five cents six ounces of talcum in a single can, where the public had been paying twenty cents apiece for two cans containing altogether seven ounces of talc. In other words, it is offering the consumer for twenty-five cents about as much as she had been getting for forty cents.

This new arrangement was largely a case of cold necessity. At the same time, it is a revolution not unmixed with blessings.

The retailer has been more ready to accept the innovation than the company had hoped. It costs him no more to sell a twenty-five-cent can than it did to sell one for fifteen or twenty cents. The service cost is just the same, and while the percentage of profit remains the same, his gross revenue from the sale is larger.

Retailers that have been selling the large size tell the company that it sells as readily as the fifteen-cent size, seeming to indicate that the consumer prefers to have the larger can, rather than be put to the bother of constantly buying the smaller size. Some of the dealers have told the company that the change could have been made long ago. While the arrangement has been in effect now about ninety days, the company already has begun to get re-orders.

The only display of conservatism in accepting the new move has come from a few jobbers, perhaps because they are not closely in touch with the consuming public. They are in the minority, and the prompt acceptance of the package by the retailers is rapidly convincing the few doubters.

The House of Mennen, in accordance with its practice of forty years, relies upon popular appreciation of the plan to put it over. "Now in the new, large size economical can" is the slogan of all of this year's advertising.

There will shortly appear in leading weeklies and women's magazines a full-page advertisement headed, "More Talcum for the Money."

In this advertisement the whole situation is frankly explained and the public is shown the economy of the large can.

The campaign will continue briskly until the small can is forgotten and Mennen's new size has become the standard which competitors will be forced to accept.

### No Newspaper Advertisements to Leave France

The action of the Italian government some time ago in prohibiting mailing of newspapers containing advertisements outside the country, has been followed by similar action on the part of France. On June 11 it was announced that Premier Clemenceau has forbidden the transmission through the post of periodicals with advertising to places outside of France. The space containing advertising in the local editions must be left blank, or the advertisements "blacked out." It is understood that the restriction will apply primarily to what are known as "still" advertisements, and not to ordinary display advertising.

As in the case of Italy, the order has been issued to prevent suspected communication with the enemy by means of secret codes buried in innocent-looking advertisements. In some French papers have appeared meaningless combinations of numbers and letters which are presumed to contain code messages supposed to be prepared by German agents in France and intended to be read and translated when the papers reach Germany through Switzerland or other neutral channels. Some time ago an order was issued that copy for advertisements must be submitted to the police for censorship before publication.

### Dennison With Rice Leaders

Fred A. Dennison, for five years in the Western office of the Butterick Publishing Company and later with *Cosmopolitan Magazine*, New York, has resigned and is now connected with the Rice Leaders of the World Association, New York. He will be located in the West, with headquarters in Chicago.

### Dartnell Sales Service Incorporates

The Dartnell Sales Service, Chicago, has incorporated and will hereafter be known as The Dartnell Corporation. J. C. Aspley, four years with *PRINTERS' INK*, is president.

## *July Harper's*

greatest July issue of Harper's  
Magazine for the past ten years

- In advertising revenue
- In number of advertisers
- In amount of space purchased.

Not in any way a special number,  
but it carries, as usual, articles es-  
pecially worth while.

\* \* \*

For August the editorial aim is a  
new high-water mark in point of  
war-time articles and stories and  
in well-rounded, lasting appeal.  
23 pages in colors and in tints.

*On press July First*

## OUR NAME May Leave You in Doubt

For six years you have known our publication as the **AMERICAN CHAUFFEUR**.

But the name which did us full justice six years ago, had become a distinct misnomer over the past couple of years.

## AMERICAN AUTOMOBILE DIGEST

Our new name smacks more of the 40,000 car owners and 20,000 dealers, garagemen and repairmen who wait for, and read our publication each month—hence the change.

We'll be glad to submit proofs as to quantity of circulation—the fact that we carry regularly the advertising of the following well-known firms gives ample evidence of its quality and our business-pulling powers: S. C. Johnson & Son, Stromberg Motor Devices Co., Higgins Spring & Axle Co., Workrite Mfg. Co., Britton Mfg. Co., Defender Auto-Lock Co., Advance Automobile Accessories Co., Lots of Others.

We'll be glad to outline our full proposition to you.

Cincinnati's Our Home  
The Fifteenth Is Our Closing  
Date



# AMERICAN AUTOMOBILE DIGEST

FORMERLY THE AMERICAN CHAUFFEUR

# Methods That Have Enabled British Business to Weather the War

"Managing a Business in War Time," an Exhaustive Discussion of the Subject

SECRETARY NEWTON D. BAKER has said that "war has become a thing of industry and commerce and business. It is no longer Samson with his shield and spear and sword, and David with his sling; it is no longer selected parties representing nations as champions, and in physical conflict one with the others, but it is a conflict of smokestacks now; it is the combat of the driving wheel and of the engine, and the nation or the group of nations in a modern war which is to prevail is the one which will best be able to co-ordinate and marshal its material, industrial and commercial strength against the combination which may be opposed to it."

In the old days, a war did not involve the civil population, who remained at home. The soldiers did the fighting; the non-combatants went about their usual tasks. During the Crusades, for instance, vast armies started for the East and then almost immediately the folks who remained behind proceeded to forget all about the war until stragglers began to return with tales of the fate of the expedition.

Now, however, it is different. A war cannot be fought by armies or navies that are separate from the people. The entire nation, including its people and all its industrial, financial and agricultural strength, has to fight. War demands that business be kept going at full speed. Business is just as essential to modern war as is the army. To help the war, however, business has to be largely diverted from its peace channels. This is the rub. The mobilization of business for war is no easy task. It takes time. We have accomplished marvels in this country during the last fourteen months, but if the war is to go on for a

year or two longer, a much greater mobilization of business will be necessary.

How to keep business going and at the same time have it help the war instead of hindering it, is the puzzling question that will confront us as long as the titanic struggle lasts. "Managing a Business in War Time," a book that has been published in two volumes by the A. W. Shaw Company, throws a great deal of light on the subject. Many of the chapters are devoted to the experiences of British concerns. In several cases the articles were written by men who have figured prominently in readjusting England's business to the needs of the war.

## PUBLIC MORE CRITICAL OF BUSINESS

It seems that a world conflict such as we are now engaged in has the effect of making people more critical of business. They scrutinize its every detail and demand that it either make good or make room for those who can. In view of this, business should overhaul itself so that it can weather the storm that is at present pounding the earth. Not to do so is to invite public or Governmental interference and in this event the remedies that will be applied are likely to be many times more drastic than if the business had put its own house in order. On the other hand if a business is able to give adequate service in these trying times, despite the large variety of harassments to which it is constantly subjected, it will win the everlasting gratitude of the public and place itself in an almost impregnable position.

We can best see how to adjust business to war-time conditions by studying specific experiences. The first chapter in the book tells

how the Watford Manufacturing Company, Limited, of Watford, has met its war problems. This concern encountered more than the usual obstacles and it is inspiring to learn how it has gradually overcome them.

It is significant to read: "Labor shortage and difficulty of getting certain raw materials are usually the first bombshells that war throws into a business. Perhaps the management takes steps to meet these emergencies at once as they arise. But it soon discovers that nearly all these temporary adjustments finally lead back to the product and that it is the product which first of all must be brought into line, and adjusted to fit war-time conditions."

#### CHANGING PRODUCTS SOLVES OTHER DIFFICULTIES

America is in the first stage now. Many manufacturers are struggling with labor and material shortages. It is interesting to learn that in many cases this difficulty can be overcome by making changes in the product, in its packing and in its method of marketing. Some of our manufacturers have already discovered this, but the longer the war goes on the more such changes will have to be made.

Before the war the Watford company made an extensively diversified line of cocoa, chocolate and confections. Of course, when the war came it affected this business tremendously. The readjustment which was made to meet the situation can be divided into five classifications: Changes in the product, changes in sales policy, changes in labor, changes in buying methods, and changes in point of view as regards the management of the business.

Let us briefly consider each of these. In the very first place, a number of products and packages were dropped; others were altered as to size, quality or price. In the chocolate department alone there were numerous lines and hundreds of different packages. These were reduced to three lines

and about a dozen packages. Government regulations and various shortages made it necessary to eliminate the confectionery line entirely. No change was made in the production of cocoa. This was because it is a staple and its manufacturing processes are simple. A new line—soups—was added to help take up the facilities released by the dropping of other numbers.

These changes in the product simplified the company's problem in six ways:

1. Less labor was required.
2. Processes were so standardized that green help could easily take the place of skilled workers.
3. Standardization made it possible, with a smaller force, with a product that sold for less money on the average and with a greatly reduced line, to increase the output to such an extent that there was no decrease in the total volume of sales.
4. It became possible to carry less raw materials.
5. Also the simplified line made it unnecessary to carry such a heavy stock of the finished product.
6. The former luxury aspect of the business was changed. The concern became a maker of necessities.

The experience of the Watford company in changing its product justifies it in giving this advice to those who may be similarly situated:

"Go through your entire list of products; eliminate whatever you can—the hard sellers, the products that are handled in small quantities, that have no broad demand, that carry frills in manufacturing or require exceptional skill and attention, that are not trade necessities in your line, that can be replaced by more staple items. Get away from luxury lines—put your product into class of war necessities or trade staples. Reduce variations in each line—especially where there is variation for its own sake. Reduce the assortments especially as to variety in size and make-up of package.

## The Sig-No-Graph at the San Francisco Convention

Advertising men who attend the convention of the Associated Advertising Clubs of the World at San Francisco, July 7th to 11th, will have an opportunity to see the Sig-No-Graph in action. An imposing display will be set up in the Municipal Building and complete changes of copy will be made each day.

The Sig-No-Graph has brought color effects in advertising to a high state of development. It is a display sign—and more. It is life itself to any display of merchandise, making quality more radiant and bringing out fine details of finish in a manner not possible by the employment of any other lighting effects.

Advertising men and sales executives will hear a great deal about the Sig-No-Graph during the next few months. Each succeeding issue of PRINTERS' INK will contain one of a series of advertisements, in which the remarkable possibilities of the Sig-No-Graph as a selling and advertising force will be explained. Look for these advertisements and consider what the Sig-No-Graph can do for you.

*Write for our booklet—"Winning Sales With the Sig-No-Graph." It will be sent upon request.*

# THE SIG-NO-GRAPH

NATHAN HERZOG

433-435 South Dearborn Street  
CHICAGO





## Backing Up This Campaign

are the Hammermill Portfolios. They have contributed in a mighty effective way to the great success of Hammermill advertising. They introduce Hammermill Paper and Hammermill co-operation.

Co-operation is always appreciated, and acquaintance with Hammermill Bond has led a very considerable number of business houses to adopt it for all their printing needs. They like it and use it because it is a high-grade, handsome business paper, of guaranteed, uniform quality, reasonably priced. Hammermill is made in twelve colors and white, and in three finishes—bond, ripple, and linen.

We are adding continually to the contents of these Portfolios, which contain helpful suggestions for time-saving office and factory forms. There is a Portfolio for practically every line of business, *including one especially for advertising men.* Write us on your letterhead and we will send you yours. Complete set, on request, to any printer.

**HAMMERMILL PAPER COMPANY, ERIE, PA.**

*Look for this watermark—it is our word of honor to the public*

# HAMMERMILL BOND

*"The Utility Business Paper"*

Then simplify and standardize—both the lines you make and the process of making. All this will help you to offset increased costs, carry on with less workers, release men for war work, carry on with green help, meet the demand for more staple goods and so hold your trade connections together."

This concern found it necessary to find substitutes for some of the ingredients used in its products. Its problem here was to get new materials and still maintain its quality and uniformity of taste and appearance. It believes that a company should not give up simply because it cannot get materials. By "constant search and constant research" it is possible to find or to develop alternatives. This organization holds that now is the time for a manufacturer to spend money in experimenting for new products, new standards, ingredients, etc. It is up to the experimental department to keep ahead of the emergency needs of the business.

#### ELIMINATE THE FRILLS

In package alterations, economy has been the chief aim; simple packages of every sort have been sought. Square containers, where possible, are used instead of round, because they set closer together and hence require less packing material. All package frills have been done away with. In fact, frills were eliminated from every department of the business. This was an important factor in reducing costs. It is surprising how a close examination of the details of a business will reveal frills that were not apparent before.

While the Watford company made extensive changes in its sales policy, the methods pursued are not of so much interest to Americans because the conditions here are different. However, its plan of rationing goods among customers is interesting. Orders could not be cut proportionately. The individual situation had to be considered in each case. The dealer in the district where busi-

ness was booming was entitled to receive a larger percentage of his order than the dealer in a town where business was at a standstill. Advantage was taken of the opportunity to get rid of the unsatisfactory dealer—the slow pay and the fellow who was always making trouble. Naturally, in the hour of trial, the retailer who always co-operated loyally with the manufacturer received better support than his competitor who had always been kicking over the traces. In each case, a full and frank explanation was made to the merchant as to why his order had to be curtailed. The firm steadily maintained its advertising, though it has been oversold right along.

#### WOMEN LIKE MEN'S JOBS

As to the employment of women, this factory has had valuable experience. Before the war it employed 600 people. Now it does practically the same volume of sales with 400 people, and of these only 23 are men. Before hiring women from the outside it gave its old employees the first chance at the better paid men's jobs. This worked out well.

The company has discovered three principles for the successful employment of women:

1. Put a woman in charge of women.
2. Introduce women into new work, not singly, but in groups.
3. Fit the hours and the working conditions to suit women's strength and environment.

The firm found that a working week of 45 hours was more satisfactory than one of 55 hours. The output was nearly as large; absences dropped off and the health of the workers improved. This institution introduced what it calls a "Flying Squad," which is composed of women who can handle any job in the factory. With men leaving steadily and the war upsetting conditions almost daily, it was found that there was need for a group of workers of varied skill who could

## WANTED

### A high-grade copy man to head our Advertising Department

We are large manufacturers located in Chicago selling direct by mail to forty thousand dealers, our sales last year touching the seven-million mark.

We are looking for a high-grade copy man with proven successes in dealer literature competent to take complete charge of our Advertising Department.

He must be thoroughly experienced in mail-order idea and plan work—write forceful copy—strong on compelling lay-outs and fully seasoned in the use of high-grade art work and photography, a creator of bold, smashing broadsides.

To the right man we can make a very exceptional offer. Do not make application unless you are able to show highly successful work in "direct to the dealer literature," capable of handling a live, up-to-the-minute advertising department in a big, progressive house.

#### Address

"K. M.," Box 158, care of  
Printers' Ink

tackle any emergency task at a moment's notice.

The changes that the Watford people made in their buying methods may be summed up by saying that they exercised greater energy in looking for supplies. They learned the lesson that it is not advisable to concentrate on one source. Something may happen to that source. It is better to have connections with several fountain-heads of supply. During war it is best for the buyer to make himself attractive to the seller. The best way to do this is to have the ready cash to offer and to be strict in meeting all promises.

Probably the most notable change that the war has brought into British business is the change in the point of view of the management. The war has shown that all the departments of a manufacturer are more interdependent than they were formerly regarded. One department affects the other. This has brought in the committee system of management. In the old days each department had its manager and the business as a whole had its director. It is claimed that the trouble with this plan is that each manager conducted his department as though it were a separate entity. The committee system overcomes this and correlates the various sections.

For the same reason the staff training system has been introduced. It removes employees from their department isolation and makes them familiar with the business as an entirety. This has developed an institution spirit. Employers "over there" have been forced to study their helpers for dormant ability.

A suggestive chapter is contributed to the book by Lord Leverhulme on "What American Business Men Can Learn from British Experience." Lord Leverhulme is a large soap manufacturer and a well known advertiser. We must not, however, reveal any more of the contents of these volumes. Enough has been given to show their flavor.

## Hermes Book

is a dull finish, uncoated  
paper, suitable for fine  
half-tone printing.

**CLARKE & COMPANY**

225 FIFTH AVENUE  
NEW YORK

General Sales Agent for Book Papers  
Manufactured by Crocker, Burbank & Co.



### After-the-War Problems

Some business men are viewing the future with calm indifference (they are busy now), others are filled with apprehension.

The one needs to be roused to the necessity of a national preparedness, the other to an appreciation of the value of continuous advertising.

The right kind of engravings will be one of the big factors in winning success in the post-bellum commercial struggle.

H. A. Gatchel, Pres. C. A. Stinson, V.-Pres.

**Gatchel & Manning**

*Photo-Engravers*  
Sixth and Chestnut Streets  
**PHILADELPHIA**

# Do Business Now !

—Phone 3210 Greeley—

**D**ON'T WAIT to see how things are going to turn out. Just get in while the going is good. We must make money for the Government and it cannot be done without business.

## *We Expect to Do More Business*

this year than ever before and *now*. Next winter we may be short of coal and other things, but just now we are determined to "do our bit" for the support of the boys "over there."

## *Are You With Us?*

This is just as necessary as anything in the way of conservation or fighting.

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## CHARLES FRANCIS PRESS

PRINTING CRAFTS BUILDING

Eighth Avenue, 33d and 34th Streets - - - New York City

## The Back-Fire

(Continued from page 20)

smiled at his companion. "Full pages all the time. Can't dodge them and they've been running ever since the war began. Of course we couldn't fill all of our orders while the fighting was on. No one in our line could, because we had too much Government work. But the powers that be kept right on advertising while all of our competitors drew in their horns and saved their advertising appropriations. But now we're ready for all of the business that we can get, and believe me, we're cleaning up for fair. 'It's Harvest Month,' says the sales manager to me, 'go out and spread the glad tidings. We've got the output and the call. The goods have the quality. The price is fair. The house is solid with the people.' And 'Harvest Month' is right—with a good many 'Harvest Months' to follow as far as I can see.

"The people scrimped so hard while the war was on that there's a big reaction now and they're holding celebrations by buying things they've wanted for a long time but didn't think they had a right to get."

The friend observed, "The Marley Company used to have the buige in your line, didn't they?"

"Used to' is right," said the brisk one with great cheerfulness. "Good folks, too, but awfully conservative. Well, I'll just step over to a desk and send in the day's orders and then we'll try the eats."

### CHAMBER OF COMMERCE HAS NEW VISION

The following morning as Ed Marquette was ordering his breakfast, John Marley stepped out to the desk to ask for mail. Returning, he sat down again and opened a long envelope remarking, "The Chamber of Commerce is out to add 100,000 population to our city within the next two years. I've put in an order for some of that factory land they're making

concessions on so that we'll be fixed later on for an addition to our plant."

He read the letter and passed it over to Marquette without a word of comment.

Marquette read:

"My dear Mr. Marley:

"I have placed your request of the seventeenth before the Board and am sorry to report that the special rates mentioned in Circular 324 cannot at present be extended in your case.

"As you know, we are out for 100,000 increase in the population of the city within the next two years. To get this, as we see it, we must first take care of applicants for land who fill the following requirements:

"(1) *Manufacturers who will guarantee to erect new plants within the next year.* This seems imperative if we are to get the population increase within the time in mind. Finding that you were out of town, I called on your Mr. Coe, but he was not able to assure me that your business was progressing in such a way that a factory extension would be likely to occur in the near future.

"(2) *We think it wise to favor those industries which will help put the city on the map.*" This means that we will first take care of those manufacturers who enjoy national or international reputation, or in the case of new industries, those which do the largest volume of national advertising. The wisdom of this will, I believe, be obvious to you. A volume of national advertising leaving the local factories will carry with it an endless printing of the city's name in the magazines and newspapers of the country. We count on this to help attract the attention of the nation to this city.

"You have done no advertising during the entire period of the war, and Mr. Coe does not think that you will resume for some time. Aside from the fact that this would bar you from the lower land rates, I would like to tell you of an incident which occurred last week.

"Another manufacturer in your line called upon me with the idea of locating here. We considered him very desirable but found him slow in making up his mind.

"Finally his reason came out. 'Mr. Curry,' he asked me, 'if this city is such a fine place for a man in my line, why is it that The Marley Company have been going down hill these past few years? I've got to have satisfactory answer to that question before I can make up my mind to come here. I can't afford to run up against any hidden labor troubles or power shortage or other local conditions that are bad for our business.'

"When I analyzed this gentleman's impression I found it was based largely on the fact that you 'used to do a lot of magazine advertising.'

"I simply mention this to you as one citizen of K—to another. It serves to emphasize the value of attracting to the city manufacturers who are steady advertisers and thus explains why we are inclined to favor them.

Sincerely yours,  
"THOMAS J. CURRY,  
"Secretary."

\* \* \* \*

John Marley put his suit-case thoughtfully beside his desk. As he took off his coat he turned to Marquette and asked, "Is Peters still with the Masters Advertising Agency?" Peters had been their advertising manager. Marquette answered that he was.

Marley turned to his secretary. "Just ask Coe, Smith and Reynolds to come in for a conference in fifteen minutes." Then turning to Marquette, "And of course that means you too, Ed."

After the men filed in, John Marley began, "Mr. Marquette and I have just returned from a little trip to see how things are going. I have realized in a hazy way that somewhere, in one way or another, we have missed a trick. We should be much stronger today than we are. I think I have found the answer and I want to tell it to you and propose a remedy.

"When I cancelled our advertising in October, 1917, I thought I acted for the best. We were frightfully short on goods with prospects of raw materials growing scarcer all the time. The same conditions applied to all of our competitors worthy of the name. The advertising of the company had always struck me as being solely an adjunct to our selling effort. I based our appropriation from year to year on the sales we could take care of during that particular period, and at the same time that seemed perfectly logical to me.

"For 1918, there was no need for a drive on sales so I cut out the advertising.

"To-day we find that it is not only very difficult to put a drive into the sales but difficult also to get results in other directions.

"For instance, Mr. Reynolds has great trouble in getting help. He cannot understand why this is so or why our chief competitor has very little difficulty in that direction, but I think I do. With equally high wages and equally good factory conditions, working people naturally like to be employed by the house whose name is most familiar to them and their friends. I remember when we first advertised many years ago, that after the advertising had run only a few months, we began to get applications for jobs from the better salesmen and workmen who were then with other folks in our line. In 1917 I should have kept this condition in mind, but I didn't. I haven't fully realized the part that vigorous national advertising plays in building up house pride—and the satisfaction and progressive feeling it gives to the people inside of the organization to know that they are working for a house which is a big figure in the business of the nation.

"Again, our raw materials situation is awkward. We do not get the first call as we used to. Mr. Coe told me the other day that one representative of a raw materials house admitted that he was instructed to give the liveliest customers first choice because such



# The Buying Power of Insurance Companies

With assets running into billions, with branch offices and agencies in every town in the country, has it ever occurred to you what a BIG job confronts the financial and supply departments of the big insurance companies? Trainloads of paper are consumed annually. Tons of paper clips! Rivers of Ink! Forests of pencils!

The records of millions of policies must be kept. Files must be supplied for them. Typewriters, Adding Machines, Calculators, Mailing Machines, must be purchased,—not in small lots,—but in huge quantities.

The assets of the companies must themselves be invested in highest grade securities. Banks must be employed to handle the large sums disbursed annually for payments to policyholders.

**DO YOU SELL OFFICE EQUIPMENT?**

**DO YOU SELL FURNITURE?**

**DO YOU SELL BONDS?**

or

**BANKING SERVICE?**

**TALK TO INSURANCE MEN THROUGH**

**The Weekly Underwriter**

*(Established 1859)*

**EIGHTY MAIDEN LANE  
NEW YORK, N. Y.**

# Herbert D. Vittum

Advertising Manager of one of  
the biggest department stores in

## NEW ENGLAND

In an address before the Old Colony Advertising Club, said:

### Line for Line

"For every column of National advertising on a given product there should be a column of advertising in city newspapers on it, so as to focus the attention of the buying public on the local store which handles the product.

### Hand in Hand with Retailer

"It is a business axiom that newspaper publicity is the best medium in the long run through which to secure quick action. In all advertising the manufacturer should work co-operatively with the retailer. If no better way can be devised, I would suggest that the wholesaler insert local newspaper advertisements over the name of the retailer who handles his product locally."

**BURLINGTON, VT., FREE PRESS**  
A. B. C. Daily Circulation 10,304 net  
Population 22,000, with suburbs 40,000

**MANCHESTER, N. H., UNION and LEADER**  
Daily Circulation 25,000  
Population 75,063, with suburbs 150,000

**FITCHBURG, MASS., SENTINEL**  
Daily Circulation 5,587  
Population 39,656, with suburbs 150,000

**LYNN, MASS., ITEM**  
Daily Circulation 13,227  
Population 89,336, with suburbs 100,000

**LOWELL, MASS., COURIER-CITIZEN**  
Daily Circulation 18,145 net  
Population 114,366, with suburbs 150,000

**SALEM, MASS., NEWS**  
Daily Circulation 18,949 net paid  
Population 43,697, with suburbs 150,000

**SPRINGFIELD, MASS., UNION**  
Daily Circulation 36,623  
Population 100,000, with suburbs 250,000

**TAUNTON, MASS., DAILY GAZETTE**  
Daily Circulation 5,721 net paid A. B. C.  
Population 38,000, with suburbs 53,000

**PAWTUCKET, R. I., TIMES**  
Net Paid Circulation 23,852 A. B. C.  
Serves territory of 130,000

**BRIDGEPORT, CT., POST and TELEGRAM**  
Daily Circulation 37,604 net A. B. C.  
Population 150,000, with suburbs 220,000

**NEW HAVEN, CT., REGISTER**  
Daily Circulation 20,461  
Population 150,000, with suburbs 175,000

**NEW LONDON, CT., DAY (Evening)**  
Daily Circulation over 10,700—2c copy  
Population 30,000, with suburbs 60,000

**MERIDEN, CT., JOURNAL**  
Daily Circulation 5,120  
Population 37,265, with suburbs 50,000

**WATERBURY, CT., REPUBLICAN**  
Daily Circulation 11,083 net paid  
Population 73,144, with suburbs 100,000

**PORTLAND, ME., EXPRESS**  
Daily Circulation 23,971  
Population 58,571, with suburbs 75,000

EACH OF THE NEWSPAPERS here  
named is a power in its home  
community.

a list of names carries more weight with prospective buyers. It is plainer to me now that national advertising plays a part in making this impression also.

"Another thing: Our stock has fallen off a few points. It is nothing serious but I could not quite understand it until I was forced to the conclusion that other things equal, investors prefer to buy the securities of those companies who give evidence of vigorous policies by keeping themselves prominent in the national eye.

"Our immediate problem, however, is to get back our position with the consumer and the trade.

"To-day we have plants and equipment vastly larger and superior to what we had before the war. The expiration of the Government contract and the slow moving of our merchandise leaves us with a serious problem on our hands, but if you gentlemen feel that you are willing to stand by whatever plans we develop as a group within the next few days, I am sure that together—as partners—we can get the barnacles off the old ship's bottom and fill her with good business and a happy crew.

"Can you meet with me again after lunch?" The answers all around the table were affirmative.

John Marley reached for his telephone.

"Winchester 1277. . . . Hello, is Mr. Masters there? . . . Hello, Masters, this is John Marley. Can you come around this afternoon? Fine! Bring Peters, too. We are considering some reorganization plans and want to start advertising again just as soon as possible."

As John Marley hung up the receiver, Marquette arose and went to the door.

"You'll be back at two?" asked Marley.

"You bet," said Ed Marquette with a broad grin, "I just wanted to get off a telegram of regrets to one of our esteemed rivals."

The advertising department of the Warner Brothers Company, corset manufacturer, has been moved from Bridgeport, Conn., to New York City.

## SOME MONEY IN PORTLAND! [Maine]

Statement May 10th, 1918

### NATIONAL BANKS

	Total Resources
Canal .....	\$4,877,750.18
Chapman .....	\$2,730,332.29
First .....	\$6,287,119.00
Portland .....	\$8,451,399.44

### SAVINGS BANK DEPOSITS

\$27,398,078

### VALUATION OF PORTLAND

\$71,843,235

## The Evening Express

will give you an audience with about all of the people in Portland who have bank accounts. It is the only afternoon daily, and goes into nearly nine out of every ten homes.

The Julius Mathews Special Agency  
Boston—New York—Chicago

## Where the Crowd Is, There Is the Attraction!

### IN BRIDGEPORT THE CROWD IS IN THE

## Post and Telegram

Connecticut's Largest Circulation!

The extraordinarily heavy volume of advertising day in and day out in this great medium of

### THE WONDER CITY

proves that the business done by the merchant who advertises in their columns is phenomenal.

The results are due to the great prosperity of the city and to the great circulation of the people's favorite mediums. If your copy is running in Bridgeport you have proof of this, if it is not running you are invited to come in and share in the general prosperity.

The Julius Mathews Special Agency  
Boston—New York—Chicago

# PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS  
Founded 1888 by George P. Rowell

PRINTERS' INK PUBLISHING COMPANY  
Publishers.

OFFICE: 185 MADISON AVENUE, New York City. Telephone 1346-7-8-9 Murray Hill. President and Secretary, J. I. ROMER. Vice-President and Treasurer, R. W. LAWRENCE. General Manager, J. M. HOPKINS. The address of the company is the address of the officers.

Chicago Office: 833 Peoples Gas Building, 122 South Michigan Boulevard, KIRK TAYLOR, Manager. Telephone, Harrison 1707.

New England Office: 1 Beacon Street, Boston, JULIUS MATHEWS, Manager.

Atlanta Office: Candler Bldg., GEO. M. KOHN, Manager.

St. Louis Office: Post Dispatch Building, A. D. MCKINNEY, Manager.

London Office: 16 Regent Street, S.W., G. W. KETTLE, Manager.

Issued every Thursday. Subscription price, three dollars a year, \$1.50 for six months. Ten cents a copy.

Foreign Postage, two dollars per year extra. Canadian Postage, one dollar.

Advertising rates: Page, \$80; half page, \$40; quarter page, \$20; one inch, minimum \$6.30. Classified 45 cents a line—net. Minimum order \$2.25.

JOHN IRVING ROMER, Editor  
LYNN G. WRIGHT, Managing Editor  
R. W. PALMER, News Editor

## EDITORIAL STAFF:

Henry A. Beers, Jr. Bruce Bliven  
Frank L. Blanchard John Allen Murphy

Chicago: G. A. Nichols  
London: Thomas Russell

NEW YORK, JUNE 20, 1918

## Advertising to Improve Quality of Sales

If a manufacturer does not have to advertise to sell his goods in the present market, and if he doesn't care to advertise to preserve his good will, there is one other kind of advertising that should appeal to him. And that is to advertise to get his business on the basis that he always wanted to have it on.

He may be up against a stone wall as far as increasing his immediate sales is concerned. However, he can now seek the kind of sales he always preferred, but couldn't solicit because the market had belonged to the buyer.

Perhaps the big end of his business was on unprofitable numbers or with a class of trade that was hard to handle, or his distribution

was not in the best communities or not with the right type of dealers. A man's business can be successful and still there can be a hundred and one things about it with which he is not satisfied. Now is the time to change this. It is much easier to clean up today, and to get the business started on the right road than it will be after competitive conditions are restored.

For example, the Sweets Company of America, maker of Tootsie Rolls, is taking advantage of the sugar shortage to get its business on a more desirable basis. Since the Government limits the sugar the manufacturing confectioners may have to 80 per cent of what they had last year, this company cannot increase its sales. What it is doing instead is to shift its sales to the product it prefers to sell. In other words it is devoting its energies to improving the quality of its sales since it cannot increase them. Four-fifths of its sales was on the penny roll. It is now advertising to get people to buy the five cent, or rather the six cent, roll, and has already succeeded in shifting fifty per cent of the demand to the larger unit.

Advertising for an object of this sort is a most profitable way for a company to keep itself busy, awaiting the return of peace. Opportunities of the kind lie in the path of many advertisers. They can take advantage of the lull in their sales to do constructive work that will be proving its value long after the war is over.

## Cut off German Menace to Our Industries

Are we going to follow the example of Italy and, by failing to take action, permit Germany's meditated warfare against our industrial and commercial independence, not merely to go unpunished, but actually to be crowned with strategic success? Or are we going to support our Alien Property Custodian in his plans, as described in this issue of PRINTERS' INK, to treat Germany's insidious aggression on our industries and our commerce

as an act of war and to root out and destroy forever the German malignant growths in our midst? Are we going to accept the *fait accompli* and submit to it, or are we going to strike back? The question is vitally related to our great national undertaking of winning the war.

Germany had conceived her plans for world conquest no less by warfare in the field of commerce than by onslaughts with her "shining sword." This fact should be insistently repeated until it is burned into the conscience of the American people. The war had run for three years before the astounding facts regarding the grip which Germany had secured on the industry and commerce of the United States, as well as of other countries, was definitely known and proved. The great danger now is that the war may end before the whole country is aroused on the subject, before it is made aware of the extraordinary success which attended this German conspiracy against us, and before measures can be determined on for the complete overthrow of the Kaiser's commercial army.

Italy, the country in which German commercial aggression was most open and easily traced, has failed to take the measures which alone are salutary. Leading commercial banks and industries in Italy are known to be run directly from Berlin, but on account of the fiction of stock ownership by German subsidiary banks and companies incorporated in Switzerland, they have, almost in their entirety, escaped confiscatory action by the Italian authorities. Only exceptionally, as in the case of the Italian branch of the German General Electric Company, which controlled light, power, transportation and other public services in Genoa and other cities of northern and central Italy, has the Italian Government acted, and then because direct acts of military aggression could be proved to the hilt. But even in the case of this German subsidiary, although an Italian

court-martial condemned four of its German directors, in contumacy, to be shot, the property itself was not confiscated to the State. The fraudulent claim to Swiss ownership was respected. Four-fifths of the stock of the Italian branch company was in the name of the so-called Elektro Bank of Zurich and, although the latter is owned by the Deutsche Bank and the General Electric Company of Berlin, international law calls it and its subsidiaries Swiss. If the war ended to-morrow Germany's vice-like hold on Italian industry and commerce would remain unbroken and Italy's future would be in Germany's hands.

But bad as the condition is in this respect to Italy, it is even worse in the United States, in view of the relative standing of the nations and above all when the dominant position of this country in the matter of raw materials is considered. Germany's hostile act against our finance, industry and commerce is all the more atrocious because, differently from the method adopted in Italy, it was committed with peculiarly elaborate underhand treachery. It is imperative, therefore, that action be taken as quickly as possible in supporting the Alien Property Custodian and others representing the Government in their plans of countering effectively on this form of German warfare.

### **Profitless "Leader" Loses Out**

One very interesting by-product of the present critical merchandise shortage is

not getting nearly as much attention as it merits.

This is the practical elimination of the profitless "leader" used in stimulating trade. Jobbers, mail-order houses and retailers—among them leading devotees of what they are pleased to call the "price advertising" idea are quitting or abridging this practice for the very good reason that they have to.

Merchandise is so abnormally high that there is a never-ending

struggle on the part of jobber and retailer to keep prices down as low as possible and at the same time make a satisfactory net profit. If consumers could only know how hard a job it is to fix retail prices these days there would be a lot less talk about merchants taking advantage of every possible excuse for advances. Everybody who sells merchandise for a living has to figure with such infinite closeness on the matter of price that he is not going to give anything away if he can help it. Hence the doctrine of "give your customer a part of what you would pay for printed advertising" does not look nearly so good to him.

The net result is a worth while increase in profits and a hard jolt for an advertising principle that has done more than its share in stirring up trouble for manufacturers.

A concrete example of this is shown by a study of the May business done by the big Chicago mail-order houses. In the face of a decrease in sales as compared with those of a year previous a worth while increase in profits is shown.

This condition is due largely to the fact that the mail-order houses are charging what they really ought to get for a number of big outstanding items that have been featured heretofore for advertising purposes.

You can't blame the people for buying leaders when leaders are offered. But it is well to remember just the same that when leader items are not available people are going to buy just the same. Otherwise how are they going to eat, have things to wear and furnish their houses?

Sears and Ward never did make a great amount of profit out of groceries, comparatively speaking. Their groceries were priced on the principle that much of the clamor about the high cost of living centers around the things the people eat. Save a man money on his food and he is going to worry less about what he pays for clothes and house furnishings.

The leader idea therefore was prominently played up in the grocery end. To-day it is practically out of the running.

Similar conditions apply in other lines of merchandise. The mail-order houses and others have learned that they need not pay such a price to get business.

The lesson even is working down to the one time five and ten cent store. This store, which is the very holy place of the leader idea, is seeing the light also. It has learned that the best kind of advertising is that gained through letting people know that the store is the home of good honest values in every line rather than a place of spectacular occasional offerings that put the whole bargain idea under suspicion. They have re-read with interest the story about the boy and the wolf. They have found out that if they sell a tea kettle for a dime to-day that would be a bargain at 50 cents they are going to have trouble for all the rest of their natural lives in the tea kettle line. They get advertising, all right, but the wrong kind.

In a recent issue of *PRINTERS' INK* it was pointed out that the war has forced upon five and ten cent stores a condition of satisfactory prosperity through obliging them to diversify to the extent of offering higher priced lines.

It also has done them a most decided benefit in the matter of present and future profits by obliging them to change their ideas about leaders.

Leading merchandise experts unite in the assertion that for many a year to come there will be little heard in this country about leaders, either in wholesale or retail selling. They see an era of advertising and selling in which all merchandise will be sold strictly on its merits for a fair price that can mean a decent profit to all concerned.

It ought naturally to follow that prices as a whole will tend to be more satisfactory to the consumer. Somebody always has to pay the bill for leaders.

## *Now's the Time to Advertise in Washington*

Never before has Washington been the home of such a vast army of representative Americans. Every Government department is running from 100% to 1000% stronger than ever before—statesmen, capitalists, business men, industrial chiefs, clerks, stenographers, etc., have more than taxed the capacity of the city. This enormous crew of workers has been assembled from every state in the union—it is truly the most representative assemblage ever brought together in one city in our country.

## *Her Purchasing Power Is Trebled—*

All of this extra population has money to spend, and plenty of it. Much of it consists of people of great means, while those who are working are earning good money. Washington's purchasing power is more than treble what it is in normal times.

## *And the Paper to Use Is the "Star"—*

The Star has but one edition per day, thereby eliminating all waste and duplication—the circulation is highly concentrated in Washington, and delivery is effected by a service covering every block in the city, "From Press To Home Within The Hour." No questionable or fake advertising is carried—and you get 95,000 daily at 16c per line, or 75,000 on Sunday at 12c per line—all clean, 100% circulation.

*Surely, the One Paper to Cover This  
Very Desirable Field Is*

## *The Evening Star.*

WASHINGTON, D. C.



## Sales Manager

available July 1

**C** Fifteen years' experience in sales force organization and management—principally in charge of New York, Boston, Philadelphia and Southern branches of one of the largest American concerns. High-grade specialty line with interest in business or profit-sharing preferred. Exempt from draft. Complete record upon request will show conclusively that as a producer I stand in the front rank. "D. D.," Box 143, c/o Printers' Ink.

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## Copy Writer Wanted

The Collier Advertising Company of St. Louis wants to hear from a better than the average man seeking future possibilities as well as substantial present. No short-letter applications considered; we want full information with first letter. Confidential.

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## Postoffice Wants "Freak" Envelopes Abandoned

Sees Nothing but Trouble in the Use of Odd Shapes and Sizes, Which Cause Mail Delays of Various Sorts—Department Also Wants Less Advertising on Envelopes

**E**VIDENTLY it is felt at the U. S. Post Office Department that the time is ripe for the standardization of direct advertising forms. In evidence there are various different moves on the part of the postal officials with the object of checking or restricting the play of individuality in direct-by-mail advertising.

The latest manifestation of this is contained in an official order denouncing as "objectionable" the use of envelopes of unusual size or irregular shape. This ban is, no doubt, the logical sequel to the order which preceded it from the same source and which instructed postmasters to discourage the mailing of advertising cards, folders and similar matter of unusual size or irregular shape. This earlier mandate was understood, when issued, to be directed especially against the use of large mailing cards, a practice which the postal officials stated had increased greatly during the past few years and which they declared had induced numerous complications in the handling of the mails.

Now comes the Third Assistant Postmaster General and declares that many persons and concerns are mailing matter in envelopes which are of such size or shape as to cause serious difficulty in handling the matter in the mails. In some instances, it is complained, the envelopes are extremely large or very small, while in other cases they are of triangular, circular or other irregular shape. It is declared that in frequent instances hand cancellation of the postage stamps on such matter is necessary inasmuch as the matter cannot be run through the

canceling machines. To make the situation worse, in many instances the advertising forms, etc., in freak sizes and shapes will not fit the separating cases and cannot be tied with the ordinary packages of mail without being folded or cut by the package string—which brings protests from the advertisers.

With this provocation the Post Office Department is instructing postmasters to take the question up with their patrons and endeavor to promote the use of envelopes not exceeding dimensions of approximately 4 inches by 9 inches in size. The Department also urges that all envelopes or other mail forms be of white paper, or at least of very light tints of pink, yellow or blue. Criticism is made by the Third Assistant Postmaster General that many envelopes now current are so dark in color that it is difficult to decipher the addresses without close examination. At a time when the postal establishment is short handed and when many experienced men, called to the colors or seeking more profitable employment elsewhere, have been replaced by untrained workers, any advertising whim that slows down the mails is frowned upon, even though it would pass unchallenged under normal conditions.

Finally, the Post Office Department is after advertisers for an alleged excess of zeal in capitalizing the space on the faces of envelopes. Having been denied the use of stickers, etc., on the face of envelopes, many advertisers have been making up for lost opportunities by utilizing every inch of space on the envelope. It is declared at the Post Office Department that some of the advertisers have even neglected to allow the minimum of  $3\frac{1}{2}$  inches of clear space at the right end of the address side of the envelope that is deemed essential for postage stamps, postmarking, address, directions for forwarding or return, etc. Hence the summons to postmasters to start campaigns of education in their respective communities.

## WANTED---

### Export Advertising Man

to write advertisements and booklets for obtaining business in South and Central America. Experience in Latin American customs and business methods essential. State age, draft status, and salary expected.

George Frank Lord  
Director of Advertising

E. I. du Pont de Nemours & Co.  
Wilmington Delaware

## ASSISTANT ADVERTISING MANAGER

A large Philadelphia Women's Wear Specialty Store requires the services of a young woman as assistant advertising manager. To the right party is offered an exceptional opportunity to advance in her profession under competent direction with satisfactory salary. Retail advertising experience is largely desirable. Apply immediately with samples of work. "S. S.," Box 160, care of Printers' Ink.

# The Little Schoolmaster's Classroom

THE Schoolmaster is not a biologist; but if he understands those learned gentlemen aright the "recapitulation theory" still holds sway among them. This theory states that every individual during the period of his embryonic life, goes through successively the great historic stages in the evolution of the race: first a very simple marine organism, then a very simple land animal, and finally progressively complicated forms of vertebrate *Mammalia*. All of which is a somewhat highbrow introduction for the remark that the individual history of every advertising man shows regular progressive stages in the same way. We all begin with about the same viewpoint, and we progress through well-recognized periods to a time when we are benevolently neutral in regard to the fads and specialized enthusiasms which at one time or another seem to the youthful student the "be-all and end-all" of advertising.

\* \* \*

A well-recognized stage in the history of an advertising man, it seems to the Schoolmaster fair to state, is that in which one believes that a very complete knowledge of all the possible types of advertising, types of appeal, types of illustration, types of headline, is the most useful equipment that can be had. Armed with this list, the advertising man can—in theory, at least—make an analysis of his product, run his eye down the statement of all the appeals there are, and presto!—the best possible idea to sell the goods in question is automatically selected.

It's not a bad idea, either; for it is obvious that no advertising man can know too much. The only danger lies in trying to make of advertising an engineering proposition, wherein you plot the parallelogram of forces and can prove by geometry that there is no possibility of failure. All these

plans for making advertising an exact science succeed best when they are mixed with a liberal quantity of hard common sense, a good deal of initiative, and broadmindedness enough not to damn a plan because it isn't included on the professional compilation.

\* \* \*

These thoughts are suggested to the Schoolmaster's mind by his receiving last week, a most impressive 102-page thesis on this subject from his good friend Rubin Jaffe, of Los Angeles. Jaffe has worked out an "Advertising Index" which is in reality a filing system for advertising men who like to clip from periodicals examples of "how the other fellow does it" for their own use. By using 200 or more separate classifications, he finds that he can group together clippings of advertisements which are identical in their fundamental idea, and thus when any particular advertising problem presents itself, he can in a twinkling see how the same difficulty has been solved by five, ten, or twenty other men. For example, instead of tearing out all ads with good illustrations and chucking them in a drawer helter skelter, Jaffe uses twenty-one folders, and files his ad-clippings according as they are Action Pictures, Appetizing, "Before and After," Cartoons, Eye-centering, Pictures with Product Predominating, Smile Pictures, Showing Use of Product, etc. In the same way he subdivides Copy, Headline, Color Ideas, and so on. Jaffe says it took him a whole year to make his original classification, and the Schoolmaster believes him! And of the usefulness of thus assorting your clippings there can be no question whatever.

At the same time, we should always remember that knowing what the other fellow has done is only four-tenths of the battle. Know-

## The Rapid Electrotpe Co.

W. H. KAUFMANN, President and General Manager

Makers of all kinds of Advertising Plates and Trade Cuts, including Stereotypes and Mats, by the wax or Dr. Albert Lead Mold Process. Sole owners of U. S. Letters Patent on Aluminotype.

New York

Cincinnati

Chicago

The Largest Makers and Distributors of Advertising Plates in the World

REFERENCES:—Any five national advertisers you may think of. If you ask them, you will, perhaps, find that several of them already know what Rapid's Service means.

## Read CANADA'S Journal of Advertising

a real live  
Printers' Ink  
baby

# Marketing

and Business Management

Monthly  
\$2.00  
a year

Keeps you posted regarding advertising conditions, advertising methods, advertising happenings, advertising developments. If you are advertising in Canada, or ever likely to, you need to read MARKETING. Every student of advertising will find it instructive and interesting. Send 20c for a copy to

W. A. LYDIATT, Publisher, 53 Yonge St., Toronto

1918 LYDIATT'S BOOK, with adv. rates all mediums, \$2.00 a copy

## EXPORT SALES AGENTS

A Successful and Reliable House that has doubled its staff and travellers finds its efforts curtailed due to war-time restrictions which have reduced the production of its factories from 50 to 75 per cent.

¶ Due to this condition we are able to consider one or two additional agencies for export territory.

¶ Here is an excellent opportunity for a reputable manufacturer to secure the services of thoroughly experienced foreign selling agents, who not only sell your goods, but attend to the shipping and finance the business for you.

"J. K.," Box 156, care of PRINTERS' INK

**A** GIBSON magazine (house organ) is a real, constructive and economical dealer help.

The editorial policy treats of all business problems in so interesting a way as to enforce a reading by those not in the habit of reading or studying.

A Gibson magazine will stimulate the thought and action of the store-keeper or his clerk to better salesmanship, better advertising and accounting—to more and better business.

*Samples and a book, "Reducing the Selling Cost"—both for the asking.*

THE DAVID GIBSON COMPANY  
Publishers  
812 Huron Road - Cleveland, Ohio

## BOOKLETS and CATALOGS

Many of America's prominent advertisers, advertising agencies and others requiring high class work use

**CHARLES FRANCIS PRESS**  
461 Eighth Avenue, New York City  
Printers of "PRINTERS' INK"

## IN LOS ANGELES

the power of advertising  
is vested in the circulation of the

**EVENING HERALD**

Daily average net paid circulation

# 137,707

### EASTERN REPRESENTATIVES

**F. C. TROWBRIDGE**  
347 Fifth Ave.  
New York

**G. LOGAN PAYNE**  
1235 Marquette Bldg.  
Chicago

ing what you want to do yourself, is also useful!

\* \* \*

In last week's issue of **PRINTERS' INK**, the Schoolmaster purposely let slip a couple of paragraphs with the hope that some reader of the Classroom would attack the soundness of the logic expressed in them.

It will be recalled that the Schoolmaster told of a manufacturer who judges of the marketability of a product by asking himself these four questions:

"Does the public want it, and why?"

"Do the dealers want it, and why?"

"Will it do what we claim for it?"

"Can it be sold profitably at a price the public will be willing to pay?"

Sure enough, just as the Schoolmaster had hoped, here comes a letter taking a fling at the advertising knowledge of the aforesaid manufacturer. Thus the epistle breezes on: "That man's last two questions are all right, but the first two are all wrong. Measured by them many of the country's best known products never would have had a chance at all. How about the Kodak, Waterman's Fountain Pen, the Thermos Bottle, the Vacuum Cleaner, the Fireless Cooker and dozens of other products that I might list? Did the public want them? Not so that you could notice it. Did the dealers want them? Not on your sweet life or as Elbert Hubbard would have put it 'on your saccharine existence, never.' The makers of these products had to go out and create a demand for them and then both the public and the retailers fell into line."

Of course the writer of this letter is right. Without advertising the word "no" would have to be written after the first two questions when the market possibilities of hundreds of products were initially taken up. This working rule of the manufacturer under discussion could not be applied generally. It happens, though,

that for his own particular business the rule seems to meet all tests.

The moral is that it pays to watch the Schoolmaster rather closely. You can't tell when he is putting out feelers just to find out whether or not you are napping.

\* \* \*

Have you observed the heavy newspaper advertising running in Philadelphia for the "Five Counties War Chest"? A large advertisement appeared in every Philadelphia paper for a week before the campaign. Full pages were sandwiched between the five-column copy. Not all of the newspapers carried the same copy, either. Some of the copy was prepared with a view to impressing the readers of just one or two papers. The Schoolmaster learns that this copy was prepared entirely by Edward Bok, vice-president of the Curtis Publishing Company, assisted by Mr. Parker, the art editor of the *Ladies' Home Journal*.

The interesting feature, to advertising men at least, about Mr. Bok's preparation of the copy was that he preferred to write it himself rather than to call in professional advertising men and that he took the job only on the condition that the local committee would postpone its criticisms until the advertisements appeared in the papers. No gathering around tables with each member of the Critical Committee holding a well-sharpened pencil in his good right hand, suggesting that this appeal be softened and that another be made stronger, and that this word be changed and that sentence omitted. Possibly Mr. Bok knows committees well enough to realize how long it would take to get thirty or forty big pieces of newspaper

More rated retail Department, Dry Goods and General Mdse. Stores are paid Subscribers of the *Merchants Trade Journal* than read any other trade publication. A B C Members.

MERCHANTS TRADE JOURNAL, Inc.  
Des Moines, New York, Chicago,  
Indianapolis.

### A Publisher

of a high-grade trade paper or magazine can secure efficient representation in the Chicago territory, with an

#### Established Publishers' Representative

He is now satisfactorily representing the leading and oldest publication in its field. Equipped to handle correspondence, and travel the Middle West. Will work only on commission basis, and pay all expenses in connection with the representation. Best of references. Address, "WESTERN MANAGER," Care of Printers' Ink, 833 Peoples Gas Bldg., Chicago




**PETERSON  
& DEAN**  
GRANDRAPIDS, MICH  
ADVERTISING



### THE MEASURE OF AN INCH

Being one of a series of inch ads reproduced in book form by the ASSOCIATED ARTISTS OF PHILADELPHIA

**A**SSOCIATED ARTISTS OF PHILADELPHIA  
Graphic Interpreters of Promotive Needs.



**"CLIMAX"**  
SQUARE-TOP  
**PAPER CLIPS**

Best and most economical  
Paper Clip on the market

Pat. Dec.  
12, 1916

Recommended by efficiency experts.  
Prices F. O. B. Buffalo.  
Packed 10,000 to the Box.

10,000.....	15c per	1,000
50,000.....	10c per	1,000
100,000.....	8c per	1,000
500,000.....	7c per	1,000
1,000,000.....	6½c per	1,000

Order Direct from—  
**Buffalo Automatic Mfg. Co.**  
457 Washington Street, BUFFALO, N. Y.

**EINSON LITHO INC**  
SPECIALIZING IN WINDOW  
DISPLAY ADVERTISING,



Complete Trims, Cut  
Outs, Panel Back  
grounds, Display  
cards, Hangers,  
Streamers, Counter  
Cards, Car Cards.

327 E. 29<sup>th</sup> St.  
Tel. Murray Hill 5040  
New York



THE  
EYES OF THE WORLD  
ARE ON THE  
**MOVIE SCREEN**  
100% EFFICIENT  
**ADVERTISING**  
LANTERN SLIDES  
COMMERCIAL FILMS  
ANIMATED TRAILERS  
**BRITE-LITE FILM ADV CO**  
INCORPORATED  
217 BROADWAY N. Y.  
Phone Barclay 7148  
A. B. C. Press

copy reviewed and put in shape to please all. Perhaps if he didn't say it, he had the spirit of Mr. Schwab, who is said to have said to President Wilson something like this: "You may be sorry you asked me, and I am going to make a lot of mistakes, but, damn it, I am going to get you ships."

And this reminds the Schoolmaster of another incident: An advertising manager and a sales manager whose ideas of letter-writing and styles of expression were as unlike as a radish and a cabbage used to have the dickens of a time in agreeing on what a letter to dealers should be. One day the advertising man brought in a letter and asked for the sales manager's criticisms. He leaned back and evidently enjoyed all the sales manager's pencil editing. "You seem to enjoy this," said the sales manager finally, "what's the joke?" "This," replied the other, "that letter was put in the mails an hour ago and the fullest criticism is now cordially invited. Say, isn't it about time to eat?"

**G. Washington Coffee Has  
Enlisted**

The entire output of G. Washington "Refined Soluble" Coffee having been turned over to the Government for the use of the soldiers, current advertising copy for the company in grocery trade papers is announcing that fact, and asking grocers to be patient until they can again be supplied. This, the advertising says, may be only a short time.

**CLASS**

For class, trade & technical advertisers  
Every issue contains a directory of representative class, trade and technical papers, with rates, type-page sizes and closing dates.

Subscription Price, \$1 a Year  
417 SOUTH DEARBORN ST.,  
CHICAGO

Sample Copy on Request

To increase production and  
decrease selling costs

TALK WITH **Heegstra**

H. Walton **HEEGSTRA** Inc.—MERCHANDISING—25 E. Jackson Boulevard, Chicago

**"GIBBONS Knows CANADA"**



## Classified Advertisements

### HELP WANTED

#### ARTIST

Letterer and Layout—wanted, first class, for Advertising Agency. State experience and salary expected. Box 452, care of Printers' Ink.

Executive wanted as assistant to office manager in the office of a large New England manufacturing concern. Give age and details of your experience. All replies will be held as confidential. Box 436, care of Printers' Ink.

OPENING in Chicago for Experienced Catalog Builder. Must also have experience in Follow-up Correspondence, and so forth. State age, previous experience, salary desired and give references. Address Box 438, care Printers' Ink.

#### A WOMAN AS ADVERTISING MANAGER OF A DEPARTMENT STORE

WANTED—A young woman who has been trained as assistant to Advertising Manager of a department store. A splendid opportunity with old established business in middle western city of 75,000. Address Box 437, Printers' Ink.

#### Automobile Accessory Sales Manager Wanted

An old-established manufacturer of high-grade automobile accessories, located in New York City, needs a Sales Manager experienced in this line, with a record of results. If you know the trade thoroughly, and can sell goods yourself and know how to build up and manage a sales organization, write us fully about yourself, your experience, age, etc. Proper salary for the right man. Address I. C., Box 456, care of Printers' Ink, New York.

#### WANTED! A Subscription Assistant for "BOYS' LIFE" The Boy Scouts' Magazine

A young man with some experience in Subscription Department work of a magazine of national circulation; capable of initiating and executing plans for obtaining subscriptions. An excellent opportunity for the right man. Address Frederic L. Colver, Director of Publications, Boy Scouts of America, 200 Fifth Avenue, New York City.

DO NOT CALL except by appointment.

### ARTIST

Wanted by leading trade magazine, capable young man to make advertising layouts and assist generally in art work. State full particulars. Box 461, P. I.

### WANTED

Technical advertising writer who understands and can handle descriptive and educational editorial articles in connection with display advertising of machinery and its applications. Mechanical and electrical subjects. Box 431, Printers' Ink.

### Special Writer Wanted

Catholic publishing house has opening for competent special writer. Must have good command of English and be able to prepare interesting special articles and occasional editorials. Whole or part time. State education, experience and references. Box 443, care of Printers' Ink.

## UNUSUAL OPPORTUNITY

to secure position as ADVERTISING MANAGER with large, well-known builders' hardware manufacturer in New England. Must be over draft age, but preferably not over forty, or draft exempt. Application giving full details of experience should be accompanied by references as to character and ability. Send photograph. Box 442, care of Printers' Ink.

**GENERAL ASSISTANT WANTED**

One who understands make-up and general routine of trade paper. Knowledge of advertising necessary. Editorial experience, while desired, is not essential. Write, stating age, experience, salary desired and whether or not exempt from draft. Box 433, Printers' Ink.

**Copy Writer Wanted**

A large Canadian Agency has an opening in its organization for a trained writer—a man who is capable of meeting clients and analyzing varying classes of business. State age, salary wanted and all other particulars in first letter. Box 447, Printers' Ink.

**MISCELLANEOUS****WANTED**

Printers' Ink for June 2, 1909, to complete files. Walton Advertising & Printing Co., 141 Milk St., Boston, Mass.

**I. C. S. Advertising Course**

For sale account being drafted. Books never used. Cost \$110. Make offer. Box 450, Printers' Ink.

**PAUL THE POET**

Paul the Poet's novel rhymes. Sell merchandise these stirring times. When jingles make the people think—Address him care of Printers' Ink.

When you think of Hardware Dealers think of the Hardware Dealers' Magazine, The Open Door to the Hardware Stores of the World. Write for sample. 253 Broadway, New York City.

**Ph. Morton****OCEAN TO OCEAN  
CINCINNATI****Advertising Electros**

1c square inch; minimums, 7c in quantity orders from one pattern. Express prepaid on orders \$10 or more. For slight additional charge electros shipped singly or in sets to any list of newspapers or dealers. Full details on request. References, many leading national advertisers and agencies. Also any Terre Haute bank. General Plate Co., Terre Haute, Ind.

Offer \$632 Multigraph outfit for only \$330; used at home evenings on private work; good as new; unusual bargain. Write now—save \$302. Quick. 5313 Wakefield st., Philadelphia.

**ROMEIKE'S PRESS CLIPPING BUREAU**, 106-110 Seventh Avenue, New York City, sends newspaper clippings on any subject in which you may be interested. Most reliable bureau. Write for circular and terms.

**15¢ Sheet Posts R.I.**  
PANELLED & DILLARD BOARDS LISTER GUARANTEED SNOWING  
ADVERTISE UNDER THESE PLANS, PROVIDENCE, R. I.  
**Standish-Barnes Co.**

**PUBLISHING PROPERTY**

The owner of important trade publishing business in New York, with gross income in excess of \$200,000, desires to sell controlling interest in order that he may retire. The business is profitable and promises great increases. Price, \$125,000, cash \$30,000, remainder secured. Box 434, Printers' Ink.

**POSITIONS WANTED**

Present conditions compel looking for new connections. **CREATOR OF BUSINESS** for agency or up-to-date printing establishment. Box 459, care of Printers' Ink.

Advertising Man; age 35; exceptionally broad New York advertising agency experience planning, laying out and writing campaigns; write for complete details. Box 448, Printers' Ink.

Advertising man, thoroughly experienced, would like work for spare time from advertisers or agencies. Good, forceful copy for booklets, catalogues, cards, newspapers, etc. Box 439, P. I.

**ADVERTISING SOLICITOR**

Long, successful experience, extensive acquaintance Eastern territory, offers services on general or trade publication; draft exempt. Box 453, Printers' Ink.

**EXECUTIVE**

Thoroughly trained in Sales Management and Advertising. Capable of assuming entire charge of Sales Force or as assistant to General Sales Manager. Box 432, care of Printers' Ink.

**PUBLISHERS—NEW ENGLAND TERRITORY**

A High-Grade Solicitor-Manager, who knows N. E. advertising conditions from A to Z, would like to hear from publishers considering a change in this territory. Box 449, Printers' Ink.

**AGENCY SERVICE EXPERT**

Ten years' New York Agency experience as idea, plan and copy man and manager of art and production departments. Knows printing, illustration, type, layouts and engraving. Now director of service with agency that has slowed up because of war conditions. Can get immediate release from present contract. Draft exempt. Seeks position with agency or national advertiser. Box 455, Printers' Ink.

**REPORTER**, draft exempt, desires position on some trade publication; understands make-up and general routine of a trade paper; three years' editorial experience, together with thorough college training. Box 460, care of Printers' Ink.

Executive's Assistant or Office Manager. Successful record as branch manager, 3 years, and salesman 5 years (not advertising). Familiar with advertising, correspondence and office systems. Wants responsibility, opportunity and \$3600 per year; 29, married. Box 451, P. I.

Advertising solicitor—must locate in Chicago. Nine years in trade paper field. At present employed and making good. Can arrange appointment in either Chicago or New York. Excellent references, draft exempt, age 27, married, American. Salary \$3,000. Address Box 454, P. I.

**ADVERTISING** Manager seeks part time connection (in or near New York) planning campaigns, writing advertisements, sales letters, booklets, etc., buying space, art work, printing; 18 years' experience; well known; highly recommended. U-No-Me Box 446, care P. I.

#### **CAPABLE YOUNG WOMAN**

desires position with advertising organization. Stenographer, with nine months' experience in lay-out work, copy-writing, etc. Reasonable salary for satisfactory return. Box 444, P. I.

#### **RESOURCEFUL BUSINESS BUILDER SALES & ADVERTISING MANAGER**

Capable executive, at present employed, wishes to associate with progressive company not affected adversely by war conditions. Proven records of past successes. 40 years old. American. Box 445, care Printers' Ink.

Have you a place—about \$3,000—for a technically trained man, age 34, married, five years in promotional sales work in building materials, and in auto accessories. I am now in charge of sales in New England; work shows executive capacity, enthusiasm and vision. Only a desire for a sniff of the breeze from Lake Michigan leads me to make change. Address R. M. K., Printers' Ink, 1 Beacon St., Boston.

## **EXECUTIVE**

### **Sales Manager - General Manager**

A gentleman, thoroughly experienced in the Newspaper and Advertising Business, having an intimate knowledge of syndicating Feature Service and a close acquaintance with Publishers throughout the country, desires to connect himself with well-established concern. Age 39, married, American, best references. Box 457, Printers' Ink.

Successful advertising man wants to help concern with Govt. contracts "sell the war" to their workers. Shipbuilding preferred; aircraft considered. Salary reasonable; patriotism predominates. Explain your proposition. Box 441, P. I.

#### **SALES-ADVERTISING MANAGER**

Has advertised and sold by mail products varying in price from \$25 to \$1200. Has also organized and directed national advertising and selling campaign involving salesmen, jobbers and dealers. Now employed but wishes to change because of change of policy of present employers. Family man; age, 35 years. Box 440, Printers' Ink.

**ADVERTISING DIRECTOR** with wide experience and successful record to plan, direct, and execute National, trade paper and direct advertising campaigns, inside systems for closer dealer co-operation, resultful advertising plans. 10 years of advertising and agency success directing big accounts. Available on a part time basis that will interest you. Box 435, Printers' Ink.

#### **PUBLICITY MAN**

Open for engagement on 30 days' notice. Eight years' experience director of agricultural publicity and 5 years for state fair. Expert in preparing booklets, circulars, advertising copy and all kinds of publicity matter for newspapers and magazines. Age 35 years. Box 458, Printers' Ink.

THE merging of two houses has eliminated an executive position, making available the services of our

## *Printing & Art Director*

He has signally succeeded in building an organization for the production of good printing. He knows fine printing and how to produce it—the kind that's not only good printing but also good advertising.

This ability would make him particularly valuable to some advertising house as a director of printing. He is an experienced and critical buyer of art work, plates, paper, etc.

He is also something of a writer, with experience on house-organs, planning promotion literature, etc.



Write to L. S. D., The American Printer  
344 West 38th Street, New York

# Table of Contents

PRINTERS' INK, June 20, 1918

<b>Only an Aroused America Can Shake Off German Commercial Clutch.....</b>	<b>3</b>
A. Mitchell Palmer, the Alien Property Custodian, Appeals to American Business Men.	
<b>Rationing a Scarce Product So As to Satisfy Customers.....</b>	<b>10</b>
United Drug Company Tells Members How to Get Along with Less Fountain Supplies and Not Lose Business.	
<b>The Back-Fire.....</b>	<b>17</b>
An Account of What Happened to One Firm in an Over-sold Interval. <i>Ray Giles</i>	
<b>New Markets Open As Old Ones Close.....</b>	<b>25</b>
How the American Slicing Machine Co. Adapted Its Sales Methods to War Conditions.	
<b>The Advertised Price and the Public.....</b>	<b>33</b>
The Delicate Matter of Exploiting Odd Prices. <i>By F. B. W.</i>	
<b>Posters for Labor Saving.....</b>	<b>35</b>
<b>Far-reaching Effects on Demand of Conscription of Advertised Tobacco..</b>	<b>41</b>
<i>Curtis A. Wessel</i> Managing Editor, <i>United States Tobacco Journal</i>	
<b>Did Germany Steal Her Poster Technique from Great Britain?.....</b>	<b>50</b>
<b>Winter Goods Made Year-Round Sellers by Advertising.....</b>	<b>56</b>
Dealers in Portland, Oregon, Loaded with Sedan Automobiles, Make Special Drive to Sell Them for Summer Use.	
<b>National Biscuit Company's Plan to Speed Turnover.....</b>	<b>61</b>
How the Salesmen Are Inducing Dealers to Open a Special Department.	
<b>Nationalizing the Long-Distance Tailoring Idea.....</b>	<b>71</b>
How Joseph Vehon, Who Died on June 8, Worked Out a System That Puts City Clothes at Disposal of Multitude.	
<b>Canadian Resorts Now Advertising in U. S., but Our Own Are Silent....</b>	<b>77</b>
<b>Looks with Disfavor on National Trade-Mark.....</b>	<b>80</b>
<b>What Is Your Biggest Talking Point?.....</b>	<b>85</b>
Not Always in the Goods, but What's Behind Them, That Makes Them Speak for Themselves. <i>Henry A. Beers, Jr.</i>	
<b>Danger to Trade-Marks in Great Britain.....</b>	<b>93</b>
<b>Urges Regular Rates for Government Advertising.....</b>	<b>95</b>
<b>Mennen's Compromise Plan for Raising Price.....</b>	<b>101</b>
New Size Can Gives Consumer More for Her Money—Increases Retailer's Gross, While Protecting His Profit.	
<b>Methods That Have Enabled British Business to Weather the War.....</b>	<b>107</b>
"Managing a Business in War Time" An Exhaustive Discussion of the Subject.	
<b>Editorials.....</b>	<b>120</b>
Advertising to Improve Quality of Sales—Cut Off German Menace to Our Industries—Profitless "Leader" Loses Out.	
<b>Postoffice Wants "Freak" Envelopes Abandoned.....</b>	<b>124</b>
<b>The Little Schoolmaster's Classroom.....</b>	<b>126</b>

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we have the  
largest staff  
of *recognized*  
Poster Experts  
backed by the  
facilities and  
equipment to  
enable you to  
get the utmost  
efficiency out  
of the Poster  
Medium  

**Thos. Cusack Company**

CHICAGO

NEW YORK

*Largest Advertising Company in the World*

# THE LOW COST of ADVERTISING

Chicago has a population (according to the census reports for 1916) of 2,497,772. The following ten cities, according to the same report, have a population of 2,483,581:

<i>San Francisco</i> ...	453,009	<i>Toledo</i> .....	191,554
<i>New Orleans</i> ...	371,747	<i>Atlanta</i> .....	190,588
<i>Kansas City</i> ...	297,847	<i>Omaha</i> .....	165,470
<i>Denver</i> .....	260,800	<i>Richmond</i> .....	156,687
<i>Saint Paul</i> .....	247,232	<i>Memphis</i> .....	148,647

There are obvious advantages, from the standpoint of sales management, check up, distribution, etc., in having a population equivalent to that of ten such cities concentrated within two hundred square miles. There are also great economies in the matter of advertising. The cost of a 10,000-line campaign in the leading newspaper in each of the cities mentioned above would be \$15,775.00, according to recent rate cards. The cost of a 10,000-line campaign in The Chicago Sunday Tribune, which reaches three families out of every five in Chicago, is \$4,500.

Another way to put this startling fact is to state that the \$16,000 which would buy little more than 10,000 lines in each of these ten cities would buy 40,000 lines in The Chicago Sunday Tribune—the world's greatest newspaper—the dominant medium of a city with a population greater than that of those ten cities combined.

*If you want to know more about The Chicago Tribune and The Chicago Territory of five great states (143% of quota subscribed to Third Liberty Loan), write on your letterhead for the new 36-page BOOK OF FACTS.*

## The Chicago Tribune

The World's Greatest Newspaper

(Trade Mark Registered)